

Integrated Planning and Reporting Program and Budget 2024/25 – Adoption

File No: X101909

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.

Council endorsed Sustainable Sydney 2030-2050 Continuing the Vision on 27 June 2022 which continues our vision for a more sustainable future. The City has incorporated this vision into the Integrated Planning and Reporting framework for NSW local government and developed a suite of documents to support the key directions, targets and major objectives within the Community Strategic Plan Delivering Sustainable Sydney 2030-2050.

The draft Operational Plan 2024/25 provides an annual instalment of the City's Delivery Program 2022-2026. The draft Resourcing Strategy 2024 supports the activities outlined in the Delivery Program, comprising a Long Term Financial Plan (LTFP), a People (Workforce) Strategy, an Asset Management Plan, an Information Technology Strategy and a Community Engagement Strategy.

These documents were endorsed by Council on 13 May 2024 and placed on public exhibition from 14 May to 10 June 2024 in accordance with the requirements of the Local Government Act 1993. 16 submissions were received on these documents.

The details of the various issues raised have all been assessed by relevant staff across the organisation. A summary of the issues raised in the submissions, together with responses and staff recommendations, are all included in Attachment C.

Recommendation

It is resolved that:

- (A) 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 C to the subject report;
- (B) Council note the proposed changes to the documents, including fees and charges, as incorporated within the Operational Plan and Resourcing Strategy, and set out in Attachment D to the subject report;
- (C) Council adopt the Operational Plan 2024/25, as shown at Attachment A to the subject report;
- (D) Council adopt the Resourcing Strategy 2024, as shown at Attachment B to the subject report including the revised Asset Management Policy now included as an appendix to the Community Asset Management Plan.
- (E) Council adopt the draft Operating and Capital Budgets and future years' forward estimates as reflected in the Operational Plan 2024/25 and Resourcing Strategy 2024 including:
 - (i) Operating income of \$716.4M, operating expenditure before depreciation of \$597.3M for an Operating Result of \$119.1M, and a Net Surplus of \$115.4M after allowing for interest income, depreciation and capital contributions;
 - (ii) Capital Works expenditure of \$228.5M; including a capital contingency of \$8.0M;
 - (iii) Plant and Assets net expenditure of \$18.6M;
 - (iv) Capital Works (Technology and Digital Services) of \$24.0M; and
 - (v) Net Property Acquisitions of \$28.0M;
- (F) Council adopt the Rates Structure, Domestic Waste Management Charges, Stormwater Charges and User Fees and Charges discussed within the subject report and included within the Operational Plan 2024/25; and
- (G) authority be delegated to the Chief Executive Officer to approve any minor editorial and document design corrections prior to publication.

Attachments

- Attachment A.** Operational Plan 2024/25
- Attachment B.** Resourcing Strategy 2024 (including the Asset Management Policy)
- Attachment C.** Summary of public exhibition submissions
- Attachment D.** Register of Proposed Changes to Draft Integrated Planning and Reporting Documents.

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 four 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. Council endorsed Sustainable Sydney 2030-2050 Continuing the Vision on 27 June 2022 which continues our vision for a more sustainable future, and adopted our Community Strategic Plan Delivering Sustainable Sydney 2030–2050 which guides the development and planning for the City of Sydney local government area. This document is the highest-level plan within the Integrated Planning and Reporting Framework and provides the mechanism for the implementation of the vision for our city. It builds on the work already undertaken to realise Sustainable Sydney 2030, responds to relevant global trends and policy frameworks, encapsulates our communities' values and aspirations, underpinned by research and analysis of data.
5. On 13 May 2024, Council endorsed a draft Operational Plan and draft Resourcing Strategy, to be placed on public exhibition for public comment from 14 May 2024 to 10 June 2024 in accordance with the requirements of the Local Government Act 1993.

Operational Plan and Resourcing Strategy

6. The Plans were made available through the City's Sydney Your Say website, which had 798 unique visits and 257 downloads of the Operational Plan and Resourcing Strategy combined. The consultation also included:
 - (a) notification of the exhibition to 6,643 subscribers to the City's Sydney Your Say e-newsletter on 15 May 2024
 - (b) City of Sydney Green Square news to 3,531 subscribers on 3 June 2024
 - (c) City of Sydney library news to 38,948 subscribers on 24 May 2024
 - (d) City of Sydney community centres news to 3,060 subscribers
 - (e) City of Sydney City Life digest to 6,066 subscribers on 28 May.

7. The City received 16 submissions through the Sydney Your Say website with 10 survey responses and 6 direct email submissions covering several topics. All submissions have been internally reviewed, with staff recommending one clarification change to the exhibited content of the draft plans. The issues raised in the submissions, together with the responses and staff recommendations, are included in Attachment C.
8. Minor amendments to correct administrative errors and improve the clarity of the documents have also been made to the Operational Plan and Resourcing Strategy, including minor changes to the draft Fees and Charges 2024/25.
9. The City's Asset Management Policy, which comprises a part of the Community Asset Management Plan within the Resourcing Strategy, has been revised as part of its periodic review. A number of very minor changes were made. The updated version is now incorporated within the Resourcing Strategy as Appendix 1 within the Community Asset Management Plan.
10. The changes to fees and charges are updates to statutory fees as set by legislation released after the draft plans were placed on exhibition and amendments to revert fees for waste related charges.
11. Changes in line with the City's editorial guidelines, such as page breaks, 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 register.
12. A register of the proposed changes is provided at Attachment D.
13. The proposed suite of Integrated Planning and Reporting documents to be adopted, including the 2024/25 budgets and incorporating the setting of the rates in accordance with the requirements of the Local Government Act 1993, are attached to this report.

Key Implications

Strategic Alignment – Sustainable Sydney 2030-2050 Continuing the Vision

14. 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 3 decades. It will be implemented via Community Strategic Plan – Delivering Sustainable Sydney 2030-2050 through the 2022-2026 Delivery Program and the 2024/25 Operational Plan. The resources required to implement the actions are included in the 2024 Resourcing Strategy.

Organisational Impact

15. The organisation's resources will be aligned to the priorities identified for the 10+ year, 4 year and one-year periods of the Community Strategic Plan, Delivery Program and Operational Plan.
16. The proposed budget for 2024/25 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.

17. 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

18. 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.
19. The Community Strategic Plan includes a definition of the communities we serve drawn from the 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.

Environmental

20. 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

21. 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

22. The proposed 2024/25 budget plans for operating income of \$716.4M, operating expenditure of \$597.3M, and projects an operating surplus prior to interest income, depreciation, capital project related costs and capital contributions of \$119.1M.
23. After allowing for interest income, depreciation and capital contributions, the City is budgeting for a Net Surplus of \$115.4M. Full details are provided in the Operational Plan 2024/25, and the Long-Term Financial Plan within the Resourcing Strategy 2024.
24. The Rates and Annual Charges for 2024/25 are budgeted to be \$419.2M, of which ordinary rates are \$354.3M. Rates and Annual Charges include the following key elements:
 - (a) Base cost change of 3.9 per cent
 - (b) Superannuation adjustment of 0.4 per cent
 - (c) Emergency services levy factor of 0.2 per cent

- (d) Population growth factor is 0.6 per cent
25. Rates will be based upon the 1 July 2022 unimproved land valuations as supplied by the Valuer General of NSW.
26. Rates will comprise a cent in the dollar (ad valorem) rate, based on the unimproved valuations of the residential and business properties, subject to the application of a minimum rate contribution;
- (a) Residential - Ordinary Rate – the City proposes to continue a single residential category of rateable land;
- (b) Business - Ordinary Rate – the City proposes to adopt a business ordinary rate; and
- (c) Business – CBD (Central Business District) Rate – a business subcategory rate for rateable land in the Central Business District as a centre of activity, as shown in the map contained within the Operational Plan 2024/25;
27. The proposed rates for the 2024/25 rating year are:

Category/Subcategory	Minimum Rate (\$)	Ad valorem (rate in the dollar)
Residential – Ordinary Rate	\$ 668.50	0.00097404
Business – Ordinary Rate	\$ 855.50	0.00301020
Business subcategory – CBD Rate	\$ 855.50	0.00777792

28. The Resourcing Strategy, which includes the Long Term Financial Plan, articulates the need for long-term financial sustainability as a fundamental principle of future planning and is always considered when planning for the delivery of the elements of the vision.
29. 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. 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

30. The Long Term Financial Plan incorporates the City's cash reserves, including 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).
31. 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.
32. The proposed operating and capital expenditure budgets are projected to reduce the City's total cash reserves to \$698.2M by 30 June 2025, in line with the long term financial strategy.
33. Despite the impacts of the pandemic, the City's strong financial management over the past years provided a strong platform to respond to the 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

34. 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

35. 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.
36. 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

37. 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

38. This suite of Integrated Planning and Reporting documents reflects the vast amount of public consultation and engagement undertaken with the City's community and other interested stakeholders in developing the original Sustainable Sydney 2030 Vision.
39. A comprehensive engagement program was undertaken from late 2018, through 2019, and detailed in a report to Council in December 2019 including reports from numerous engagement activities which are all available on the City of Sydney website. Information from ongoing engagement with communities on major strategies and projects throughout 2020 to 2022, including a survey of residents and businesses in 2020 on the impacts of the pandemic, informed the finalisation of Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030-2050.
40. Council is required to exhibit to the community, for a period not less than 28 days, the draft Operational Plan 2024/25, including its revenue policy and budgets. The City elects to exhibit the complete Resourcing Strategy at the same time even though it is not a legislative requirement, apart from the Long Term Financial Plan.
41. 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. Summary details of the submissions and responses are provided in Attachment C.

BILL CARTER

Chief Financial Officer

Attachment A

Operational Plan 2024/25



Operational Plan 2024/25

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

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Cover image: Aerial view of buildings in the city – Photo by Xavier Arnau / Getty images

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.



Image 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 cultures of Aboriginal and Torres Strait Islander people.
- 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 and Torres Strait Islander peoples, spending with businesses, cultural learning activities for all staff and major public works such as the harbour walk Yananuralla and bara, an artwork and monument to the Eora people.
- 2024 We opened the local Aboriginal knowledge and culture centre at 119 Redfern street, delivering another project from our Eora Journey commitments. This provides a place for local Aboriginal and Torres Strait Islander communities to gather, share and support their needs.

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.

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 communities 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 children, young and older people, people with disability and individuals with diverse political beliefs and perspectives. We respect people of diverse sexualities and genders and intersex people.

We value the contributions made by all individuals and believe that the diversity of our communities 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 and consulting with communities and employees, and fairly providing services, facilities and public spaces to build workforce diversity, cultural safety, strengthen inclusion, and broaden participation and representation.

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 people in decision making on all levels and promotes community diversity, equity and cohesion to ensure that the city is inclusive so everyone feels safe, welcomed, and able to fully participate in what the city has to offer.

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

1. Introduction

Sustainable Sydney 2030-2050 Continuing the Vision continues our vision for a more sustainable future. Ten 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 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 the 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 our 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 publication but it may be subject to change in response to issues impacting the community. It should be read in conjunction with our Delivery Program 2022-26.

Community Strategic Plan 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 and since the pandemic to see if, or how, perspectives might have changed. We have also taken stock of the impact the pandemic and recent economic conditions have had on our communities.

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.

We will continue to engage with the community using the principles outlined in our Community Engagement Strategy and Community Participation Plan 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 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. The City of Sydney Local Government Area (LGA) is made up of 33 suburbs wholly or partly within our local government area boundary.

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.

The 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 of Sydney local area (or the local area / LGA) is the geographical area administered by the City of Sydney and its physical elements.

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.

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.

To find out more statistical data about our local area and how we compare in a national and global context you can [visit the City at a Glance section of the City's website](#).

Demographic information about our residents, the area and each suburb can be found on the City's [community profile website](#).

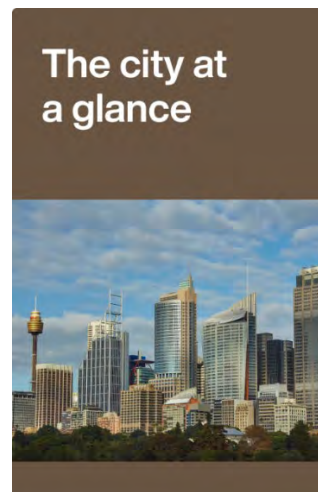


Figure 1. Cover image for The City at a Glance

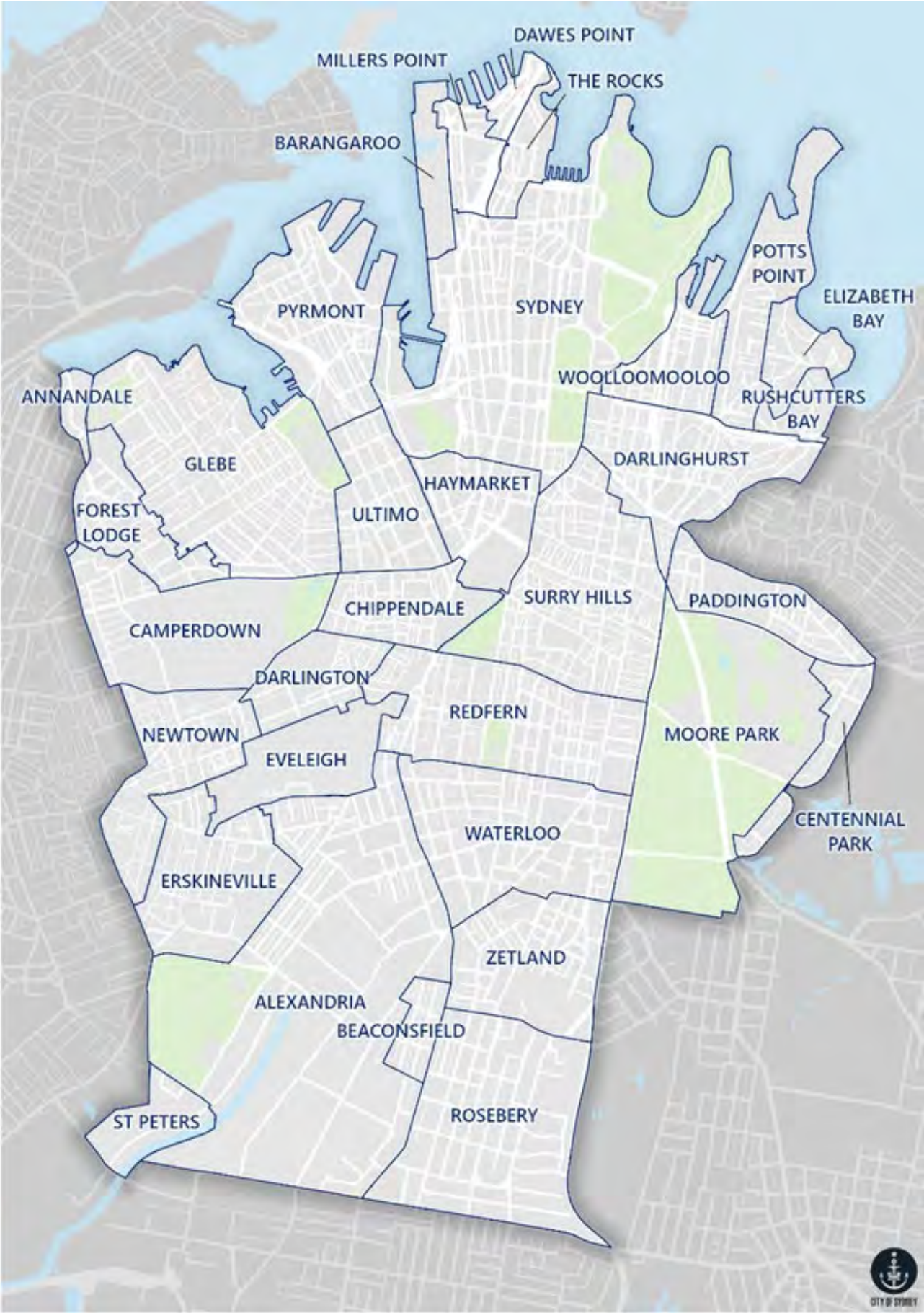


Figure 2. Sydney local government area showing the 33 suburbs

2. 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. Our performance is monitored through quarterly financial reports, and six-monthly operational and whole of council term progress 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 of Sydney local area 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.

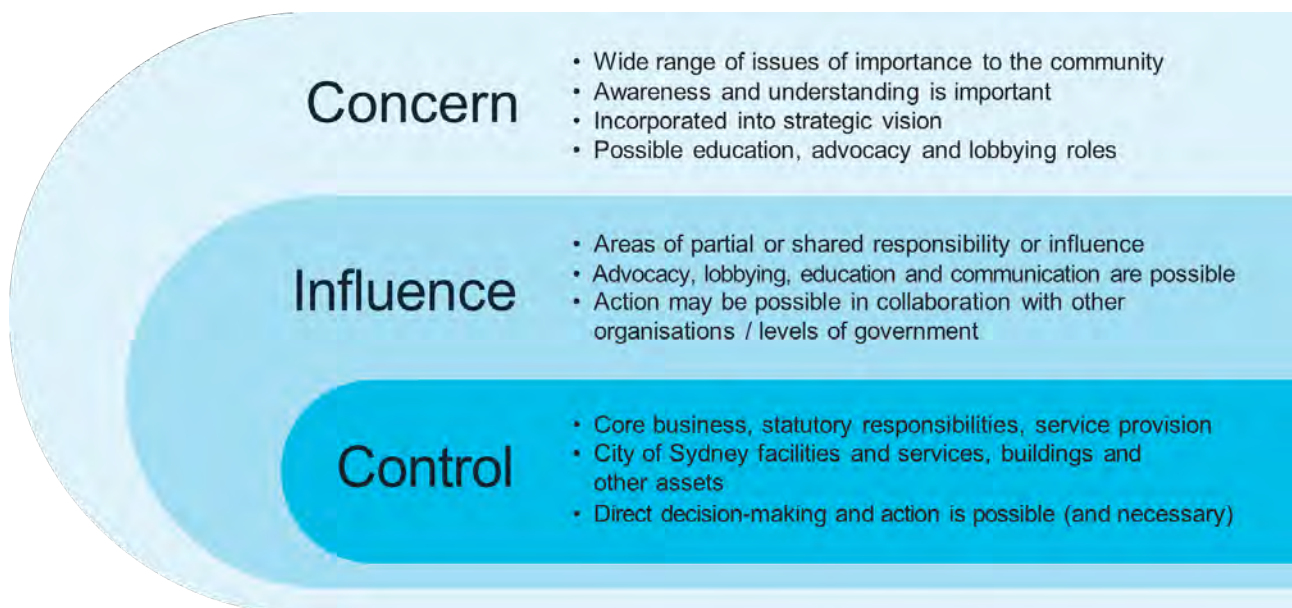


Figure 3. Concern, influence and control diagram outlining the City of Sydney’s level of involvement in a range of activities.

The integrated planning and reporting framework

Integrated Planning and Reporting (IP&R) allows councils to bring plans and strategies together in a way that supports a clear vision for the future and provides an agreed roadmap for delivering community priorities and aspirations. While councils lead the IP&R process, it is a journey that they undertake in close consultation with communities, elected representatives, other levels of government and the private sector.

The Integrated Planning and Reporting Framework provides the mechanism for implementing Sustainable Sydney 2030-2050 Continuing the Vision. The Community Strategic Plan Delivering Sustainable Sydney 2030-2050 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 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. Introduced in 2009 by the NSW government, this framework 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

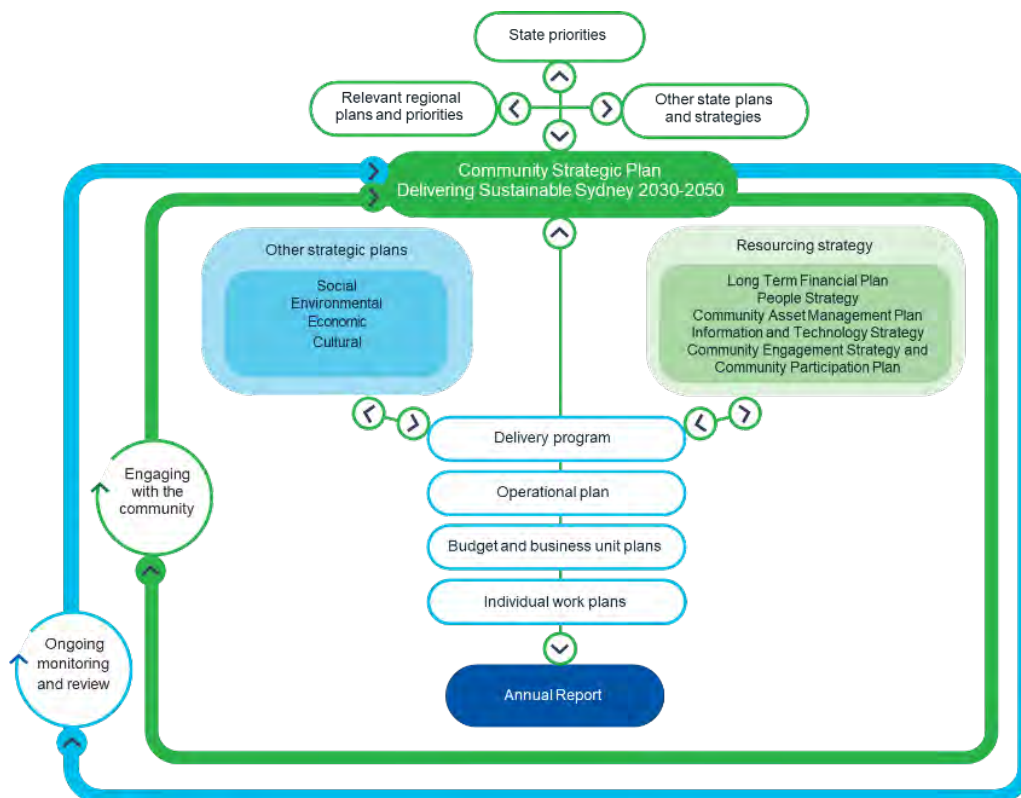


Figure 4. Integrated planning and reporting framework diagram adapted from the Office of Local Government

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. It was adopted by Council in June 2022.

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. The community strategic plan is structured around 10 strategic directions. We update this plan every four years, in line with government requirements, and to adapt to changing circumstances and community aspirations.

The City's Delivery Program 2022-26 (the delivery program) acts as the link between the long term community strategic plan and the annual operational plan and it identifies the actions we will take 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 measures 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.



Image 2. Sydney Streets Haymarket. Photo by Katherine Griffiths / City of Sydney

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 outlines the key issues impacting the City's workforce and seeks to guide people related decision making, priorities and investment to support the outcomes in the community strategic plan.

3. Community asset management plan

The Asset Management Plan is a plan to ensure appropriate standards for maintenance and renewal of key assets, detailing condition and resource requirements.

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 and community participation plan

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 City of Sydney's community participation plan is included in the community engagement strategy document to make it easier for community members to understand. Our community participation plan includes information on strategic planning, development assessments and how to engage with us on land use planning matters. It can also read as a stand-alone plan that responds to the requirements of the Environmental Planning and Assessment Act.

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 progress 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 takes a long-term view, identifying issues and opportunities to be addressed in the local area 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 the 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.

It sets 13 priorities and a series of actions to achieve the vision and guide future changes to our planning controls. It identifies housing and jobs targets and places for priority planning investigations. The actions include measures to align infrastructure with development, enhance the natural environment, improve the liveability of places and support the economic productivity of the local area.

Resilient Sydney

Greater Sydney is one of the most diverse metropolitan cities in the world with a population of more than 5 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. 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 wellbeing for everyone.

Resilient Sydney is a collaboration between all 33 metropolitan Sydney councils, the NSW Government, business and communities. The Resilient Sydney program is a member of the global Resilient Cities Network. The program is hosted by the City of Sydney and funded by all local governments of Sydney. 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, now in final implementation, identified solutions and actions to build resilience across systems in metropolitan Sydney.

Since the adoption of the first Resilient Sydney Strategy, the communities of Greater Sydney have experienced a series of major shock events – pandemic, heatwaves, floods, bushfires and infrastructure and digital network failures. Communities are also facing city-wide stresses of rising housing unaffordability and cost-of-living pressures. Sydney councils are increasingly challenged by structural planning issues such as the long-term lack of waste management solutions and maintaining liveable places in the face of increased urban density.

To respond to this changing risk profile – Resilient Sydney secured a grant from the Disaster Risk Reduction Fund to develop the second Resilient Sydney Strategy in 2023-2024. All 33 councils are participating in the development of the renewed strategy for the period 2025-2030. The Strategy will align with new state level resilience planning defined by the NSW Reconstruction Authority Act which includes the State Disaster Mitigation Plan 2024 and disaster adaption plan framework.

The community strategic plan and this operational plan have drawn from this regional 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.

NSW government priorities

NSW government priorities, strategies and agency functions are outlined at www.nsw.gov.au.

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.

This new and shared way of working to close the gap has at its heart, 4 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 community, local government plays an essential role in supporting and helping to steer the development of policies and programs in partnership with local Aboriginal and Torres Strait Islander 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 of services to the community. We will continue a program of reviews and implement subsequent improvement actions across a number of services and functions. Current and proposed reviews include property services, procurement and contract management, and streamlining internal corporate services. 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 our communities' and other stakeholders' expectations are included.



Image 3. Exterior of Town Hall House. Photo by Abril Felman / City of Sydney

City of Sydney service catalogue

The City has developed 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.

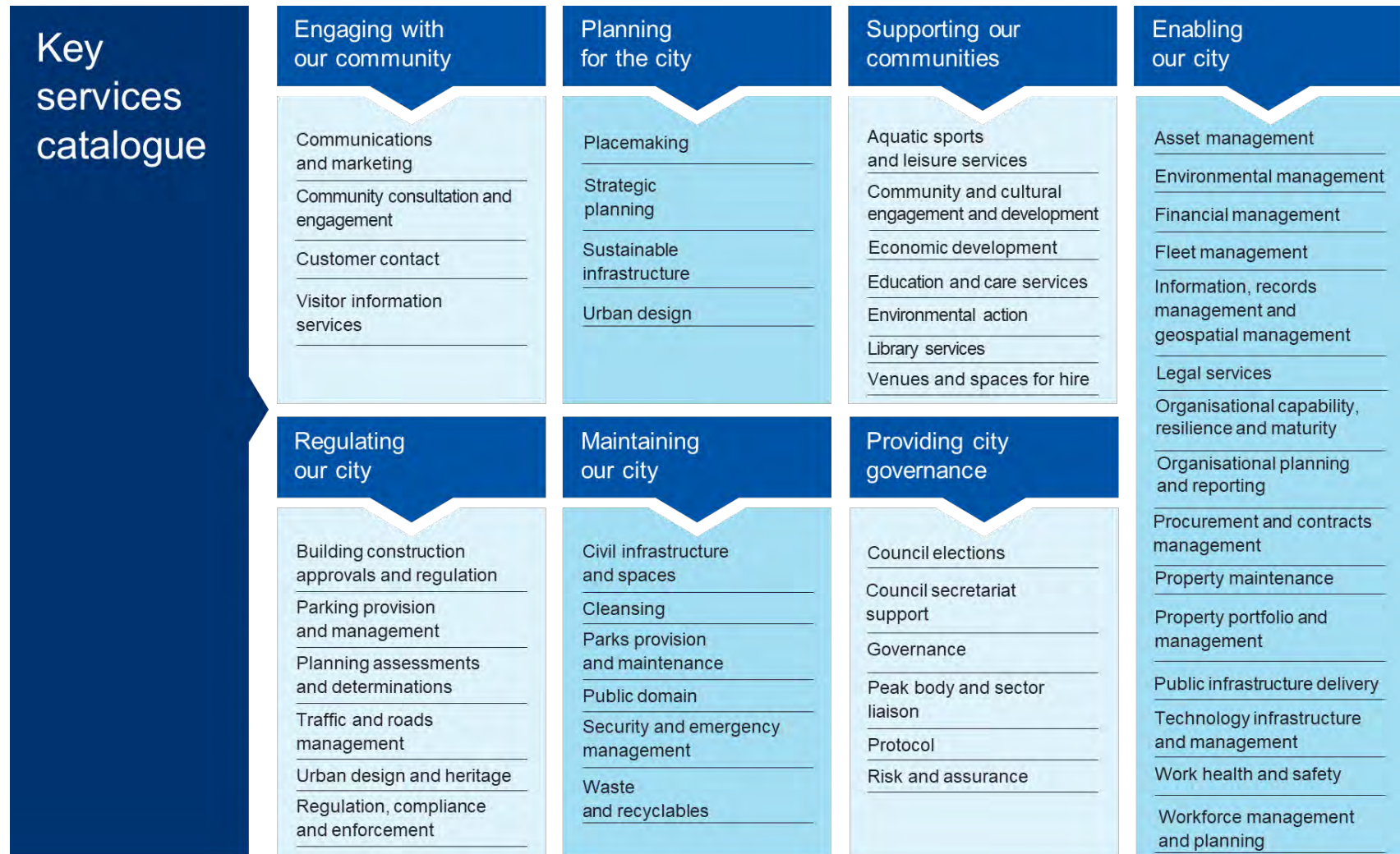


Figure 5. High level representation of the services provided by the City of Sydney

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.

Our role	What this means
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.

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 our communities' vision.



Figure 6. Diagram showing the City's organisational structure and senior executives

Governance

Our governance framework comprises the systems, processes, policies and practices developed to deliver efficient and effective decisions, services and facilities.

Good governance is at the heart of how the City of Sydney operates and ensures the community has confidence and trust in us to deliver our objectives in a way that meets community needs.

Our governance framework is implemented, monitored and reviewed by the senior management team, and ensures that we deliver what we say we will deliver and that we act in an ethically responsible way.



Figure 7. Diagram outlining elements of governance at the City

Code of conduct

The City of Sydney updated our Code of Conduct in August 2022. It is based on the Model Code of Conduct for Local Councils in NSW issued by the Office of Local Government. Staff undertake induction training and regular refresher code of conduct training to ensure their actions align with our ethical standards and organisational values.

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 good governance. Our risk management structures include:

- Corporate Risk Management system and framework based on international standards
- Compliance Management Framework based on international standards
- 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 ensure the integrity of the internal audit function and 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
- fraud and corruption prevention
- compliance with laws, regulations, standards and best practice guidelines.

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 3 independent members, one of whom acts as chair, as well as 2 councillors. The Charter will be reviewed and updated in 2024/25 to align with the NSW Office of Local Government's new Guidelines for Risk Management and Internal Audit for Local Government in NSW.

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.

Accountability and Transparency

The City of Sydney takes seriously its responsibility to be open and accountable to the community and complies with the intent and requirements of all relevant legislation. In particular we make as much information as possible available to the community. We proactively publish information on our website, we respond to requests for information in accordance with the Government Information (Public Access) Act (2009) and we provide a reading room in Town Hall House for the inspection of hard copy documents. 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. Our objective in entering into contracts is to obtain goods and services to perform our functions, while achieving value for money, using public funds wisely, and complying with legislative and public interest requirements. Rigorous and open tender processes are undertaken for most contracts over \$250,000. All other contracts follow best practice and are selected on a value for money basis.



Image 4. Interior of Sydney Town Hall. Photo by Wendell Teodoro / City of Sydney

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*
- *Children’s Guardian Act 2019*
- *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 of 2010*
- *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) No. 42a of 2013*
- *Health Records and Information Privacy Act 2002*
- *Heritage Act 1977*
- *Public Spaces (Unattended Property) Act 2021*
- *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*
- *Public Interest Disclosures Act 2022*
- *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*



Image 5. External of Sydney Town Hall. Photo by Katherine Griffiths / City of Sydney

3. 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 our 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 together with a range of sustainability indicators for the community and city as a whole. A State of our City report is prepared for each incoming council which outlines our progress against the community strategic plan, and how effective we have been in delivering social, environmental, economic and civic leadership objectives over the term of the previous council. Additionally, our community strategic plan includes 10 targets to monitor our progress.

The delivery program and operational plan are monitored through half-yearly, annual and whole of council term progress 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

Operational Plan 2024/25



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.

Figure 8. Our 10 community strategic plan targets to measure progress

Community wellbeing 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 wellbeing indicators add an additional dimension to monitoring and reporting on the community strategic plan, and to the evidence base for integrated planning and reporting.

Measures

In improving our planning and reporting to address our community strategic plan outcomes, we have developed a number of measures. Not all of these measures 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 measures are not controllable by the City but they may be useful to 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 9. Plan, do, check, act process diagram

4. 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.

How to read this document:

Community strategic plan strategic direction

Community strategic plan objective

Strategic Direction 1: Responsible governance and stewardship

Our organisation continues to evolve 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

Short description of delivery program action area

Operational plan project or program

Area/s of organisation primarily responsible for delivering this action

Measures

Action	Measure description	Unit	Target / Trend	Responsibility
Governance, risk and audit frameworks	Public interest disclosures received	No	-	Legal and Governance

Short description of delivery program action area

Description of measure

Unit of measure

Description of target / trend type

Area/s of organisation primarily responsible for reporting this data

Number in column	The measure has a numerical target against which performance is monitored
↘	A downward trend is desirable for the measure
↗	An upward trend is desirable for the measure
-	The measure is an indicator only

Strategic Direction 1: Responsible governance and stewardship

Our organisation continues to evolve 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	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	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 Finance Office
1.1.2	Foster leadership capabilities	Ensure Councillors have access to relevant information, development and assistance to enable them to fulfil their obligations to lead, govern and serve the community	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

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	City Services
1.2.1 (3)	Continuous improvement	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 to access and use	People, Performance and Technology
1.2.2 (2)	Digital services	Develop and maintain the City's IT systems and 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 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 & 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
1.2.5 (2)	Strengthen workforce capability, diversity and inclusion	Implement actions in the City's EEO, Diversity and Inclusion Action 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 (1)	Financial sustainability	Undertake detailed costing reviews of core services, business cases and opportunities to ensure value for money outcomes, and appropriate equitable fees and charges	Chief Finance Office
1.3.1 (2)	Financial sustainability	Develop, monitor and report against the City's long term financial plan to ensure and demonstrate council's financial sustainability, and intergenerational equity	Chief Finance Office
1.3.2	Integrated planning and reporting	Deliver and enhance the Integrated Planning and Reporting and business planning framework to improve integrated long-term planning and sustainability	Chief Finance Office
1.3.3	Advocacy and policy initiatives	Collaborate with the NSW Government to achieve positive rating legislative reforms	Chief Finance Office
1.3.4	Strategic property management	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 Finance 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 the NSW government 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 domestic partnerships through collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community	Office of the CEO
1.5.1 (2)	Partnerships	Utilise international partnerships to facilitate knowledge exchange and ensure the City and the community benefit from the best and most current knowledge and processes, including C40, World Cities Cultural Forum and Resilient Cities Network	Strategic Development and Engagement



Image 6. Barlow Street Forest. Photo by Abril Felman / City of Sydney

Measures

Action	Measure description	Unit	Target / Trend	Responsibility
Governance, risk and audit frameworks	Public interest disclosures received	No	-	Legal and Governance
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
Digital services	Communication received from the community via digital channels	%	↗	People, Performance and Technology
Digital services	Average time to answer phone calls from the community	Seconds	90	People, Performance and Technology
Digital services	Community service requests received	No	-	People, Performance and Technology
Digital services	Community service requests from all channels actioned within agreed service standards	%	85	People, Performance and Technology
Access to City information and data	GIPAA Formal Access Applications received	No	-	People, Performance and Technology
Access to City information and data	GIPAA Informal Access Applications received	No	-	People, Performance and Technology
Strengthen workforce capability, diversity and inclusion	Approved full time equivalent establishment positions	No	-	People, Performance and Technology

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Action	Measure description	Unit	Target / Trend	Responsibility
Strengthen workforce capability, diversity and inclusion	Vacancy rate	%	-	People, Performance and Technology
Financial sustainability	Operating performance ratio (excluding non-recurrent income and expense items)	%	> 0.00%	Chief Finance Office
Financial sustainability	Own Source Revenue Ratio	%	>60%	Chief Finance Office
Financial sustainability	Building and Infrastructure Asset Renewal Ratio	%	>100%	Chief Finance Office

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	Transition the passenger and light commercial fleet to zero emissions by 2030 and by 2035 for the heavy vehicle fleet	City Services
2.1.1 (2)	Net zero emissions – City assets and operations	Actively manage the replacement of the City's public domain lighting with sustainable lighting	City Services
2.1.1 (3)	Net zero emissions – City assets and operations	Implement new net zero framework to drive electrification in City assets and switching to zero-emissions and improved energy efficiency including actions relating to the Cooksafe goals	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	Support community 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 federal 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	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
2.1.3 (4)	Zero emissions transport	Advocate and work with key stakeholders to assist the transition to zero emission transport fleets	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	Urban greening and canopy cover	Deliver tree planting programs to maximise urban canopy and reduce urban heat	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	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 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 the introduction of water efficiency projects and programs	City Services
2.3.2 (1)	Water sensitive city	Support strata communities to improve water performance	City Life
2.3.2 (2)	Water sensitive city	Work with Sydney Water and relevant stakeholders to facilitate delivery of recycled water and water usage reduction initiatives across the local area	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 technologies that drive reduction in landfill	Chief Operations Office

Ref	Action	Operational Plan Deliverable	Responsibility
2.4.1 (2)	Reduce waste from City operations	Engage with contracted service providers and other relevant stakeholders to improve reporting of strip out, construction and demolition waste from City assets	Chief Operations Office
2.4.2	Sustainable procurement	Develop social and sustainable procurement approaches to be incorporated into procurement planning and processes in relation to targeted categories	Chief Finance Office
2.4.3 (1)	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	Provide timely responses to relevant public consultations, participate in state and federal led engagement opportunities, and support regional groups in progressing agreed advocacy positions that promote and embed circular economy outcomes in our area	City Services
2.4.5 (1)	Reduce waste to landfill	Engage with and encourage the community to avoid, reduce and reuse waste	City Services
2.4.5 (2)	Reduce waste to landfill	Undertake planning for a food organics recycling service across the local 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
2.4.6	Efficient cleansing and waste services	Provide an efficient and effective domestic waste service that meets the needs of 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	Understand the city’s climate change risk exposure and develop climate adaptation treatments to better prepare the community	Strategic Development and Engagement
2.5.2 (2)	Climate risk and adaptation	Develop a framework to understand and address climate change impacts on priority 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

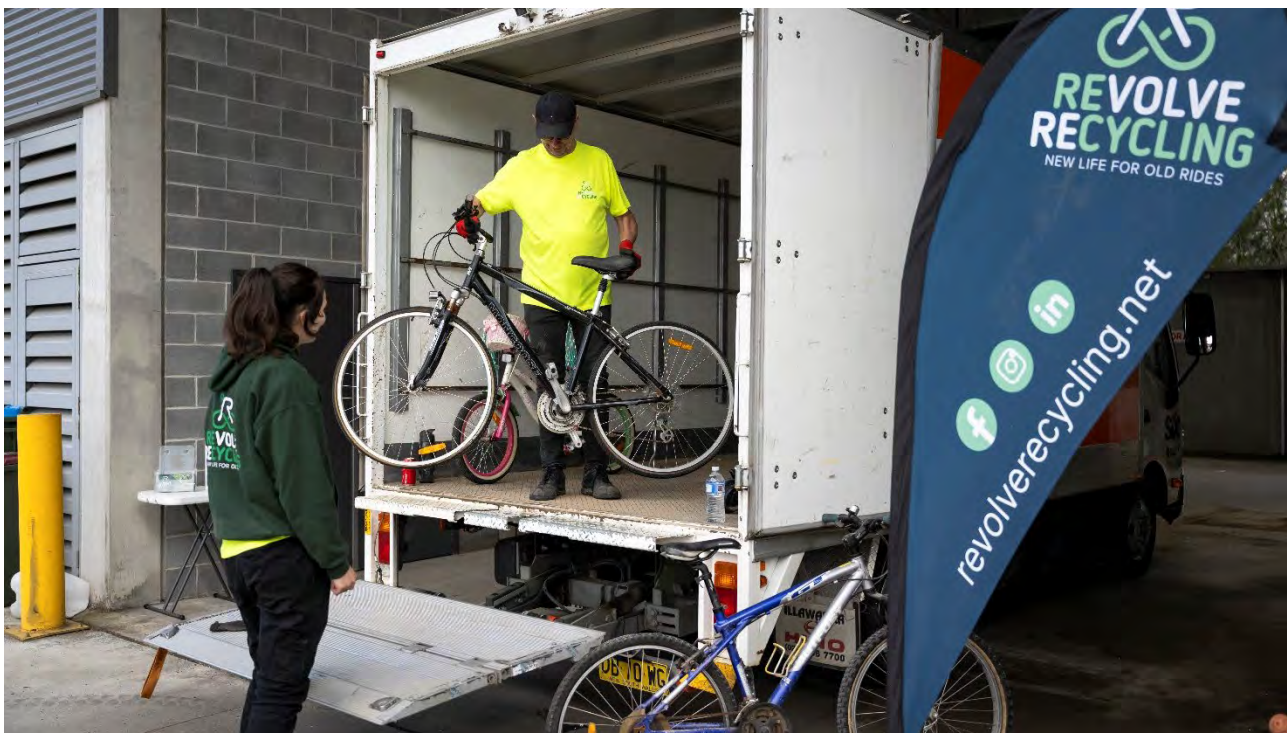


Image 7. Recycle It Saturday in 2023. Photo by Cassandra Hannagan / City of Sydney

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 CO2	↘	Chief Operations Office
Net zero emissions in the LGA	Total greenhouse gas emissions for the City of Sydney local government area (includes emissions from electricity, gas, refrigerants, transport and waste)	Tonnes CO2	↘	Strategic Development and Engagement
Net zero emissions in the LGA	Reduction in total greenhouse gas emissions for City of Sydney local government area 2006 baseline of 5,815,521 tCO2e	%	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
Habitat and biodiversity	Extent of locally indigenous bushland	ha	13.5	City Services
Reduce water use	Potable water use from City operations 2006 baseline of 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

Action	Measure description	Unit	Target / Trend	Responsibility
Reduce water use	Reduction in City of Sydney local government area non-residential potable water use 2019 baseline of 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 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 2015 baseline of 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 2030	City Services
Reduce waste to landfill	Percentage diversion from landfill of residential waste	%	70% by end June 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 end June 2025	City Services
Reduce waste to landfill	Source separated recycling of waste from City managed properties including aquatic centres	%	50% by end June 2025	Chief Operations Office
Efficient cleansing and waste services	Garbage bins collected on time	%	-	City Services
Efficient cleansing and waste services	Recycling bins collected on time	%	-	City Services

Action	Measure description	Unit	Target / Trend	Responsibility
Efficient cleansing and waste services	Garden organic bins collected on time	%	-	City Services
Efficient cleansing and waste services	Bulky waste collected on time	%	-	City Services



Image 8. Sydney Lunar Festival plinths are powered by solar panels. Photo by Abril Felman / City of Sydney

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	Chief Operations Office

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

Ref	Action	Operational Plan Deliverable	Responsibility
3.2.1	Welcoming, accessible and equitable public spaces	Continue to deliver public domain capital works projects	Chief Operations Office
3.2.2	Public amenity	Provide high quality public domain cleaning service that meets the needs of the community	City Services
3.2.3 (1)	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
3.2.3 (2)	Public safety and compliance	Conduct targeted patrols in the public domain to address illegal dumping, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act	City Services
3.2.4	Public spaces meet community needs	Undertake periodic review of public domain design codes in the city	Chief Operations Office

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 Yananurala	Chief Operations Office



Image 9. Public artwork bara in the Royal Botanic Gardens by First Nations artist Judy Watson. Photo by Joseph Mayers / City of Sydney

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	Undertake review of the City's Open Space and Recreation Needs Study to inform future 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, sporting facilities and community tennis courts that support inclusive participation, social connection and wellbeing	City Services

Measures

Action	Measure description	Unit	Target / Trend	Responsibility
Welcoming, accessible and equitable public spaces	Road renewed/treated	m2	30,000	City Services
Welcoming, accessible and equitable public spaces	Footway dining in the village centres	m2	-	Chief Operations Office
Welcoming, accessible and equitable public spaces	Footway dining in the city centre	m2	-	Chief Operations Office
Public amenity	New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	7,500	City Services
Land under the care and control of the City is managed equitably	Green open space under the City's care and control (excluding Civic spaces)	m2	-	City Services

Action	Measure description	Unit	Target / Trend	Responsibility
Access to pools and sporting facilities	Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	85	City Services
Access to pools and sporting facilities	Attendances at aquatic and leisure centres	'000	↗	City Services
Access to pools and sporting facilities	Peak occupancy - Perry Park Recreation Centre	%	-	City Services
Access to pools and sporting facilities	Peak occupancy - City's outdoor tennis courts	%	-	City Services



Image 10. Gunyama Park Aquatic Centre. Photo by Chris Southwood / City of Sydney

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	Investigate new and updated planning controls for universal design, child friendly developments and recognition of LGBTIQ+ heritage in Oxford Street	City Planning, Development and Transport
4.1.1 (2)	Inclusive and accessible places	Update the City's planning framework and engage with the NSW Government to support nightlife and entertainment	City Planning, Development and Transport / City Life
4.1.2	Create great places	Review planning controls for centres, high streets, heritage areas and other strategic precincts, and consider heritage listings 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

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

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 to achieve net zero buildings by 2035	Strategic Development and Engagement

Ref	Action	Operational Plan Deliverable	Responsibility
4.5.2 (2)	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

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
Create great places	Annual investment on acquiring, developing, and enhancing infrastructure and assets	\$M	-	Chief Finance Office
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
Infrastructure planning, delivery and collaboration	Voluntary Planning Agreements offers	No	-	City Planning, Development and Transport
Infrastructure planning, delivery and collaboration	Voluntary Planning Agreements executed	No	-	City Planning, Development and Transport
Design excellence	Design excellence competitions completed	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

Action	Measure description	Unit	Target / Trend	Responsibility
Better designed and operated buildings	Average processing time for construction certificates	Days	15	City Planning, Development and Transport
Better designed and operated buildings	Average time to determine 90% of S4.55 applications	Days	40	City Planning, Development and Transport
Better designed and operated buildings	Median (net) assessment time to determine DA & S4.55 applications	Days	45	City Planning, Development and Transport
Better designed and operated buildings	Outstanding DA & S4.55 applications over 100 days	%	20	City Planning, Development and Transport



Figure 10. Juanita Nielsen Community Centre. Photo by Abril Felman / City of Sydney

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 including transport and urban growth projects	Chief Operations Office
5.1.2 (1)	Reallocation of street space	Support the implementation of the pedestrianisation of George Street and relevant city streets	Chief Operations Office
5.1.2 (2)	Reallocation of street space	Manage the demand for kerbside space including parking to ensure there is equitable access to the constrained supply	City Services
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

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 improvement works in the Central Business District, including the installation of smartpoles, upgraded and improved sustainable street lighting, traffic signals, street furniture and the installation of granite paving	City Services
5.3.1 (3)	Improve safety, connectivity and amenity	Implement priority public domain improvements from the walking strategy and action plan	City Services
5.3.2	Encourage and monitor walking participation	Implement a program of activities that removes barriers to walking by improving safety and connectivity for people walking	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 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	Implement cycleways within our local area as per the future bike network approved by Council	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 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 our local area	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	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	Chief Operations Office
5.5.2	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



Image 11. Clarence Street in the city centre. Photo by Abril Felman / City of Sydney.

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
Encourage and monitor walking participation	Walking counts at key locations in the Local Government Area November 2021 baseline of 503,442	No	↗	Chief Operations Office
Safe, connected cycleways	New separated cycleways provided	Km	2.0	Chief Operations Office
Safe, connected cycleways	New on-road cycleways provided	Km	2.6	Chief Operations Office
Encourage and monitor cycling participation	Cycling counts at key intersections around the City of Sydney March 2010 baseline of 19,152	No.	↗	Chief Operations Office
Encourage and monitor cycling participation	Growth in cycling activity at key intersections around the City of Sydney	%	↗	Chief Operations Office

Action	Measure description	Unit	Target / Trend	Responsibility
Encourage and monitor cycling participation	Attendees at cycle safety courses	No	↗	Chief Operations Office
Manage parking and kerbside space	Car share bookings	No	↗	Chief Operations Office



Image 12. Try an e-bike day. Photo by Damian Shaw / City of Sydney

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	Strategic Development and Engagement
6.1.1 (2)	Partnerships, self-determination and reconciliation	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations acknowledging the Closing the Gap priority actions	Strategic Development and Engagement
6.1.2	Enable self-determined, culturally safe spaces	Support the community's aspirations for the use of the local Aboriginal knowledge and culture centre in Redfern	City Life

Objective 6.2 Everyone feels welcome and included in the city

Ref	Action	Operational Plan Deliverable	Responsibility
6.2.1	Inclusion	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, affordable and have equitable access for all	City Life



Image 13. Kings Cross Library. Photo by Abril Felman / City of Sydney

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	Advocate for connected and inclusive communities that can access the essentials of daily life	Strategic Development and Engagement
6.3.2 (1)	Increased employment and access to procurement	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
6.3.2 (2)	Increased employment and access to procurement	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	Chief Finance Office

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, services, 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	Office of the CEO / Chief Finance Office

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 libraries and learning programs	City Life
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 outside school hours care 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 engagement on sustainable urban food systems to identify partners, future priorities, actions and delivery pathways	Strategic Development and Engagement
6.7.2	Improve food security	Enable community responses to improve food access through grants, partnerships, and collaborations	City Life

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)	'000	-	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
Capacity building	Children supported through City operated education and care services (long day care, occasional care, preschool, outside school hours care)	No	-	City Life

Action	Measure description	Unit	Target / Trend	Responsibility
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, outside school hours care)	No	-	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, outside school hours care)	No	↗	City Life
Improve food security	Meals provided through the City's Meals on Wheels service	No	-	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.

CSP 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 through services, programs and events	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 young people, older people, people of diverse sexualities and genders and intersex people, new migrants and international students	City Life

CSP 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	Equity and affordability	Deliver a diverse, inclusive and accessible range of affordable community programs, events and activities through community facilities	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

CSP 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	Implement the City of Sydney area Resilience Strategy	Strategic Development and Engagement
7.3.1 (2)	Resilience and climate risk management planning	Partner with regional governments, business and the community to facilitate development and delivery of the second Resilient Sydney Strategy for the Greater Sydney region	Strategic Development and Engagement
7.3.1 (3)	Resilience and climate risk management planning	Implement the City's Floodplain Management Policy and plans and work collaboratively with asset owners and developers to fund and implement flood risk management plan actions, 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 Services / City Life
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	Office of the CEO / City Life

CSP 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 economic development	Strategic Development and Engagement / City Life
7.4.2	Economic resilience	Contribute to metropolitan and state-wide strategic economic planning	Strategic Development and Engagement

CSP Objective 7.5 People feel safe in the city

Ref	Action	Operational Plan Deliverable	Responsibility
7.5.1	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	Ensure effective implementation of the NSW Child Safe Standards across our organisation	City Life
7.5.3 (1)	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
7.5.3 (2)	Community safety	Deliver programs to improve safety	City Life

CSP 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	Integrate community wealth building within our economic strategy and our operational activities	Strategic Development and Engagement
7.6.2	Strong Aboriginal and Torres Strait Islander community-controlled sector	Support local Aboriginal and Torres Strait Islander community needs and aspirations that are community controlled and self-determining through the City's grants and sponsorship program	City Life
7.6.3	Strengthen young people's civic engagement	Deliver youth civic engagement programs	City Life

Measures

Action	Measure description	Unit	Target / Trend	Responsibility
Equity and affordability	Bookings of City Spaces facilities and venues at community or reduced rates or through a fee waiver	%	-	City Life
Equity and affordability	Overall attendance at City Spaces	No	-	City Life
Community safety	People attending community safety events / programs	No	-	City Life
Community safety	Community safety program participants who report an increase skills or knowledge	%	-	City Life
Community safety	Community safety program participants who know where to get help if they need it	%	-	City Life
Strong Aboriginal and Torres Strait Islander community-controlled sector	Suppliers engaged by the City of Sydney who identify themselves as Aboriginal and Torres Strait Islander	No	↗	Chief Finance Office
Strong Aboriginal and Torres Strait Islander community-controlled sector	Value of spend with Aboriginal and Torres Strait Islander businesses	\$'000	\$2M	Chief Finance Office
Strong Aboriginal and Torres Strait Islander community-controlled sector	Grants approved by the City of Sydney to Aboriginal and Torres Strait Islander people, groups and organisations	\$'000	-	City Life

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.

CSP 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 opportunities through our cultural funding and programs to increase creative participation, enhance creativity in the public domain and strengthen the local cultural and creative economy	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, and actively engages with local communities	City Life
8.1.4	Prioritise local culture	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 City operated cultural venues	City Life

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

CSP 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 and advocate for innovative partnerships, financing models and revenue streams to support the delivery of new cultural infrastructure at scale	City Life / Strategic Development and Engagement
8.3.2	Encourage creative and cultural organisations and operators to live and work in Sydney	Support providers to deliver cultural services and programs in City cultural assets	City Life

CSP 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 reflect the diversity of our communities	City Life

CSP 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	Support and monitor the delivery of cultural space incentivised by the Oxford Street planning controls	Strategic Development and Engagement / City Planning, Development and Transport



Image 14. Accommodation grants program tenant Australian Design Centre. Photo by Rob Hookey / City of Sydney

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
Investment in local creation and production	Creative personnel supported by City of Sydney programs	No	-	City Life
Encourage investment in new creative employment space	Creative organisations in creative spaces supported by the City of Sydney	No	-	City Life
Stable and affordable creative space	Rent concessions given by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	-	City 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.

CSP 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 Tech Central Alliance 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	Strategic Development and Engagement / 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

CSP 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 operator of Greenhouse, the City's new business innovation space at Circular Quay, to provide affordable workspace, capacity building programming and access to funding for green and climate tech startups	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

CSP 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

CSP 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	Continue to develop the business concierge service by increasing its service offering across a multi-channel environment	People, Performance and Technology
9.4.3 (1)	Support the visitor economy	Invest in, support and promote 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
9.4.3 (4)	Support the visitor economy	Implement projects and programs to support the international education sector	Strategic Development and Engagement

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

Ref	Action	Operational Plan Deliverable	Responsibility
9.5.1 (1)	Promote economic activity and local neighbourhood identity	Support the implementation of the Oxford Street LGBTIQ+ Place Strategy	Strategic Development and Engagement / City Life
9.5.1 (2)	Promote economic activity and local neighbourhood identity	Facilitate the assessment, approval and installation of infrastructure for eligible businesses for on-street alfresco dining	City Planning Development & Transport
9.5.2 (1)	Economic diversity	Implement the Eora Journey Economic Development Plan by facilitating access to appropriate space, skills development programs and employment opportunities for Aboriginal and Torres Strait Islander businesses	City Life
9.5.2 (2)	Economic diversity	Support development of diverse, inclusive, and sustainable 24-hour precincts in collaboration with local stakeholders and the NSW Government	City Life



Image 15. Sydney Streets in Potts Point. Photo by Anna Kucera / City of Sydney

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
Collect, analyse and share data	Turnover of the core night-time economy for the financial year (food, drink & entertainment businesses)	\$'000	-	Strategic Development and Engagement
Support the visitor economy	Economic impact of business events and conferences secured	\$M	↗	City Life
Support the visitor economy	Grants approved by the City of Sydney for major events and festivals	\$ '000	-	City Life
Support the visitor economy	Domestic visitor overnight trips (number of nights stayed)	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 the visitor economy	International students studying in the local area	No	-	Strategic Development and Engagement

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.

CSP 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

CSP 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

CSP 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 rental housing supply	City Planning, Development and Transport
10.3.2	Planning controls to encourage affordable rental housing	Facilitate affordable rental housing through the planning system, optimising programs, leveraging site specific opportunities and investigating opportunities for innovative approaches	City Planning, Development and Transport

CSP 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 quantity of private residential and non-private residential development in the city by development phase	Strategic Development and Engagement

CSP 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



Image 16. Cliff Noble Community Centre. Photo by Abril Felman / City of Sydney

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
Access to safe, secure and sustainable housing	People sleeping rough in the LGA	No	-	City Life
Access to safe, secure and sustainable housing	People in crisis accommodation in the LGA	No	-	City Life
Advocacy	Social housing dwellings in the LGA	No	-	Strategic Development and Engagement

Action	Measure description	Unit	Target / Trend	Responsibility
Planning controls to encourage affordable rental housing	Affordable rental housing units and diverse housing in the LGA	No	-	City Planning, Development and Transport
Facilitate supply of diverse range of housing	Grants approved by the City of Sydney to support affordable and diverse housing and address homelessness	\$ '000	-	City Life
Facilitate supply of diverse range of housing	New dwellings approved in the LGA	No.	-	City Planning, Development and Transport
Facilitate supply of diverse range of housing	Private dwellings which are social housing in the LGA Baseline 8.0% June 2021	%	7.5% by 2050	Strategic Development and Engagement
Facilitate supply of diverse range of housing	Private dwellings which are affordable rental housing units and / or diverse housing in the LGA Baseline 1.1% June 2021	%	7.5% by 2050	City Planning, Development and Transport
Facilitate supply of diverse range of housing	Private dwellings in the LGA Baseline 121,725 June 2021	No	156,000 by 2036	Strategic Development and Engagement
Facilitate supply of diverse range of housing	Non private dwellings (boarding houses, student accommodation, residential aged care services) in the LGA Baseline 15,127 June 2021	No	17,500 by 2036	Strategic Development and Engagement

5. Statement of Revenue Policy

Budget and financial schedules

The City has produced a number of financial reports to illustrate its plans and commitments over the 10 year horizon of the Long Term Financial Plan.

Alternative schedules have also been presented for the Income Statement and Cash Flow Forecast, to reflect potential adverse scenarios.

Income and Expenditure (Income Statement)

Ten year Income and Expenditure Statements have been provided at summary and detailed level to reflect the City's operational plan, including the 2024/25 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

A "base case" has been modelled in the main financial schedules, supplementary Income Statement and Cash Flow Forecast schedules and additional scenarios related to:

1. Sustained inflation over the short term (until 2026/27), then decreasing and returning to the Reserve Bank of Australia's inflation target range, driving an increase in the expenditure base.
2. Reduced income from developer contributions resulting from uncertainty of future development cycles and the ownership of income flows.

Additional income and expenditure reports 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 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 asset enhancement programs, asset renewal programs and a capital contingency sum.

A listing of individual projects budgeted at more than \$5 million is also provided.

Balance sheet (Statement of financial position)

The balance sheet reflects the City's financial assets, liabilities and equity over the 10 year planning horizon. 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 and investment balances.

Achieving this cash forecast is critical to ensuring the sustainability of the Long Term Financial Plan (LTFP), and as such it will be one of the key measures that is regularly monitored and reviewed over the life of the LTFP.

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 LTFP.

Consistent with the requirements of the Office of Local Government, the Long Term Financial Plan includes financial forecasts for the City for 10 years, and is updated annually as part of the development of the Operational Plan.



Figure 11. Ten year timeframe

City of Sydney Income Statement

	\$'M	2024/25	2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total
Income from Continuing Operations													
Rates and annual charges		419.2	430.9	442.8	455.1	1,748.1	467.8	480.8	494.1	507.8	522.0	536.5	4,757.0
User charges and fees		149.2	153.1	157.2	161.4	620.8	165.7	170.1	174.7	179.4	184.2	189.2	1,684.2
Interest and investment income		34.3	29.1	22.3	16.7	102.5	12.6	11.4	9.7	8.9	8.1	7.8	161.0
Other revenues		130.4	140.0	148.7	153.1	572.2	157.5	162.1	169.8	174.3	179.0	183.7	1,598.7
Grants and contributions provided for capital purposes		95.0	97.8	81.8	100.8	375.5	79.2	75.9	81.7	91.9	90.2	91.0	885.5
Grants and contributions provided for operating purposes		17.5	17.3	17.6	17.9	70.3	18.3	18.7	19.2	19.6	20.1	20.6	186.7
Total Income from Continuing Operations		845.7	868.3	870.5	904.9	3,489.4	901.1	919.1	949.2	982.0	1,003.5	1,028.8	9,273.1
Expenses from Continuing Operations													
Employee benefits and on-costs		289.3	298.5	305.5	314.6	1,207.9	323.6	332.5	342.1	352.4	362.9	374.6	3,296.1
Borrowing costs		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		245.0	252.7	260.1	268.6	1,026.4	279.2	285.4	293.9	302.7	314.3	320.2	2,822.1
Depreciation, amortisation and impairment		126.8	128.2	129.8	132.0	516.7	133.8	136.3	137.9	139.0	139.9	143.1	1,346.7
Other expenses		69.2	74.3	73.2	75.1	291.8	72.1	79.8	82.4	85.0	87.7	90.4	789.3
Total Expenses from Continuing Operations		730.3	753.8	768.7	790.2	3,042.9	808.7	834.0	856.3	879.0	904.8	928.3	8,254.1
Net operating result for the year attributable to Council		115.4	114.5	101.8	114.8	446.5	92.4	85.0	92.9	103.0	98.7	100.5	1,019.0

Budgeted Income Statement

The City's budgeted Income Statement (and future year projections) is prepared with regard to International Financial Reporting Standards (AIFRS) and the NSW Office of Local Government's Code of Accounting Practice and Financial Reporting. The formatting of the statement above reflects this approach. The above Income Statement (and other financial schedules) reflect the City's "base case" Net Operating Result. Scenarios reflecting inflation lasting longer than anticipated impacting operating expenses, and developer contributions lower than anticipated impacting total income have also been modelled and are included after the "base case" scenario financial schedules.

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 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

	\$'M	2024/25	2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total
Operating Income													
Advertising income	21.5	22.2	22.8	23.5	90.1	24.2	24.9	25.7	26.4	27.2	28.0	246.6	
Annual charges	68.6	70.6	72.7	74.8	286.7	77.0	79.2	81.6	84.0	86.4	89.0	783.8	
Building & Development Application income	5.9	6.1	6.3	6.5	24.8	6.7	6.9	7.1	7.3	7.5	7.7	68.0	
Building certificate	1.9	1.9	2.0	2.1	7.9	2.1	2.2	2.3	2.3	2.4	2.5	21.6	
Child care fees	1.5	1.5	1.6	1.6	6.1	1.7	1.7	1.8	1.8	1.9	1.9	16.8	
Commercial properties	75.9	81.8	88.8	91.3	337.8	93.9	96.6	102.4	104.8	107.4	110.0	953.0	
Community properties	12.6	13.0	13.4	13.8	52.8	14.2	14.6	15.1	15.5	16.0	16.5	144.7	
Enforcement income	40.7	42.0	43.2	44.5	170.5	45.9	47.2	48.7	50.1	51.6	53.2	467.1	
Footway licences	0.0	2.0	2.1	2.1	6.2	2.2	2.3	2.3	2.4	2.5	2.5	20.3	
Grants and contributions	11.9	11.6	11.7	11.8	47.1	12.1	12.3	12.6	12.8	13.1	13.4	123.3	
Grants - Federal Financial Assistance Grants	5.9	6.1	6.3	6.4	24.7	6.6	6.8	7.0	7.3	7.5	7.7	67.6	
Health related income	2.2	2.2	2.3	2.4	9.1	2.4	2.5	2.6	2.7	2.8	2.8	24.9	
Library income	0.2	0.2	0.2	0.2	0.8	0.2	0.2	0.2	0.2	0.2	0.2	2.2	
Other building fees	13.4	13.8	14.2	14.6	55.9	15.0	15.5	16.0	16.4	16.9	17.4	153.3	
Other fees	5.8	6.0	6.2	6.4	24.3	6.5	6.7	6.9	7.2	7.4	7.6	66.7	
Other income	0.2	0.2	0.2	0.2	0.9	0.2	0.2	0.3	0.3	0.3	0.3	2.5	
Parking meter income	48.4	49.3	50.3	51.3	199.3	52.3	53.4	54.5	55.5	56.7	57.8	529.5	
Parking station income	10.9	11.1	11.5	11.8	45.3	12.1	12.5	12.9	13.3	13.7	14.1	123.8	
Private work income	6.8	7.0	7.2	7.4	28.5	7.7	7.9	8.1	8.4	8.6	8.9	78.0	
Rates - business CBD	179.5	184.4	189.5	194.7	748.1	200.1	205.6	211.2	217.0	223.0	229.1	2,034.1	
Rates - business other	75.7	77.8	79.9	82.1	315.5	84.4	86.7	89.1	91.5	94.0	96.6	857.9	
Rates - residential	96.1	98.8	101.5	104.2	400.6	107.1	110.0	113.1	116.2	119.3	122.6	1,088.9	
Sponsorship income	0.4	0.4	0.4	0.4	1.5	0.4	0.4	0.4	0.4	0.4	0.5	4.0	
Venue / facility income	13.6	14.0	14.4	14.9	57.0	15.3	15.8	16.3	16.7	17.2	17.8	156.1	
Work zone	15.3	15.7	16.2	16.7	63.9	17.2	17.7	18.2	18.8	19.3	19.9	175.1	
Value-in-kind - revenue	1.5	1.5	1.5	1.6	6.1	1.6	1.7	1.7	1.8	1.8	1.9	16.6	
Operating Income	716.4	741.3	766.3	787.4	3,011.4	809.3	831.7	857.8	881.2	905.2	929.9	8,226.6	
Operating Expenditure													
Salaries and wages	228.0	233.9	239.2	246.2	947.4	253.6	261.2	268.7	276.8	285.1	293.7	2,586.6	
Other employee related costs	2.0	2.1	2.1	2.2	8.5	2.3	2.3	2.4	2.5	2.6	2.6	23.2	
Employee on-costs	6.8	6.9	7.0	7.2	27.9	7.4	7.7	7.9	8.1	8.4	8.6	76.1	
Agency contract staff	12.7	12.0	12.3	12.8	49.8	13.8	13.5	13.9	14.4	14.7	16.0	136.2	
Superannuation	29.9	33.5	34.3	35.3	133.0	35.3	36.3	37.4	38.5	39.6	40.8	360.9	
Travelling	0.2	0.2	0.2	0.3	1.0	0.3	0.3	0.3	0.3	0.3	0.3	2.7	
Workers compensation insurance	6.9	7.1	7.3	7.5	28.9	7.8	8.0	8.2	8.5	8.8	9.0	79.1	
Fringe benefit tax	0.7	0.7	0.7	0.8	2.9	0.8	0.8	0.8	0.9	0.9	0.9	8.0	
Training costs (excluding salaries)	2.0	2.1	2.2	2.2	8.5	2.3	2.4	2.4	2.5	2.6	2.7	23.3	
Employee benefits and on-costs	289.3	298.5	305.5	314.6	1,207.9	323.6	332.5	342.1	352.4	362.9	374.6	3,296.1	

City of Sydney
Detailed Income and Expenditure

	\$'M	2024/25	2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total
Operating Expenditure (continued)													
Bad and 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		4.9	5.0	5.2	5.3	20.5	5.5	5.7	5.8	6.0	6.2	6.4	56.1
Enforcement and infringement costs		9.9	10.2	10.6	10.9	41.6	11.2	11.5	11.9	12.2	12.6	13.0	114.0
Event related expenditure		16.4	16.2	16.7	17.2	66.6	17.8	18.3	18.8	19.4	20.0	20.6	181.4
Expenditure recovered		(5.3)	(5.4)	(5.6)	(5.7)	(22.0)	(5.9)	(6.1)	(6.3)	(6.5)	(6.7)	(6.9)	(60.2)
Facility management		11.6	12.0	12.4	13.1	49.1	13.5	13.9	14.3	14.7	15.2	15.6	136.4
General advertising		1.4	1.5	1.5	1.6	6.0	1.6	1.7	1.7	1.8	1.8	1.9	16.6
Governance		3.7	2.1	2.2	2.2	10.3	4.3	2.4	2.4	2.5	4.9	2.7	29.4
Government authority charges		9.5	9.8	10.1	10.4	39.7	10.7	11.0	11.3	11.7	12.0	12.4	108.8
Grants, sponsorships and donations		28.7	32.6	30.3	30.8	122.3	26.6	27.4	28.2	29.0	29.9	30.8	294.2
Infrastructure maintenance		56.0	60.2	60.7	62.8	239.7	64.7	66.7	68.7	70.7	72.9	73.8	657.3
Insurance		7.5	7.8	8.1	8.4	31.7	8.7	9.1	9.4	9.8	10.2	10.6	89.5
IT related expenditure		16.7	17.2	18.3	18.8	70.9	19.4	20.0	20.6	21.2	21.8	22.5	196.2
Legal fees		3.9	4.0	4.1	4.3	16.3	4.4	4.5	4.7	4.8	4.9	5.1	44.8
Operational contingencies		3.5	4.0	4.0	4.0	15.5	4.0	4.5	4.5	4.5	4.5	4.5	42.0
Other asset maintenance		3.8	3.9	4.0	4.2	16.0	4.3	4.4	4.6	4.7	4.8	5.0	43.7
Other operating expenditure		12.5	12.8	13.2	13.6	52.2	14.0	14.4	14.9	15.3	15.8	16.3	142.9
Postage and couriers		1.5	1.6	1.6	1.7	6.4	1.7	1.8	1.8	1.9	1.9	2.0	17.5
Printing and stationery		1.6	1.4	1.5	1.5	6.0	2.1	1.6	1.7	1.7	2.0	2.2	17.3
Project management and other project costs		1.4	1.5	1.5	1.6	5.9	1.6	1.6	1.7	1.7	1.8	1.9	16.3
Property related expenditure		42.8	44.0	46.0	47.3	180.1	48.8	50.2	51.7	53.3	54.9	56.5	495.5
Service contracts		23.3	24.0	24.7	25.4	97.4	26.2	27.0	27.8	28.6	29.5	30.4	266.9
Stores and materials		5.3	5.4	5.6	5.7	22.0	5.9	6.1	6.3	6.5	6.7	6.9	60.3
Surveys and studies		1.8	1.9	1.9	2.0	7.7	2.1	2.1	2.2	2.3	2.3	2.4	21.1
Telephone charges		2.6	2.7	2.7	2.8	10.8	2.9	3.0	3.1	3.2	3.3	3.4	29.6
Utilities		13.4	13.8	14.2	14.6	55.9	15.0	15.5	16.0	16.4	16.9	17.4	153.1
Vehicle maintenance		3.3	3.4	3.5	3.6	13.6	3.7	3.8	3.9	4.0	4.1	4.2	37.3
Waste disposal charges		24.4	25.1	25.9	26.7	102.1	27.5	33.8	35.0	36.2	37.4	38.7	310.8
Value-in-kind - expenditure		1.5	1.5	1.5	1.6	6.1	1.6	1.7	1.7	1.8	1.8	1.9	16.6
Other Operating Expenditure		308.0	320.7	326.8	336.9	1,292.3	344.4	358.0	368.9	380.0	394.1	402.5	3,540.3
Operating Expenditure (excluding depreciation)		597.3	619.2	632.3	651.4	2,500.2	667.9	690.6	711.0	732.5	757.0	777.1	6,836.3
Operating Result (before depreciation, interest, capital related costs and income)		119.1	122.1	134.0	136.0	511.2	141.3	141.2	146.8	148.7	148.2	152.8	1,390.2

City of Sydney

Detailed Income and Expenditure

	\$'M	2024/25	2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total
Add Additional Income:													
Interest and investment income		34.3	29.1	22.3	16.7	102.5	12.6	11.4	9.7	8.9	8.1	7.8	161.0
Grants and contributions provided for capital purposes		95.0	97.8	81.8	100.8	375.5	79.2	75.9	81.7	91.9	90.2	91.0	885.5
Less Additional Expenses:													
Capital project related costs		6.2	6.4	6.6	6.8	25.9	7.0	7.2	7.4	7.6	7.9	8.1	71.1
Depreciation and amortisation expense		126.8	128.2	129.8	132.0	516.7	133.8	136.3	137.9	139.0	139.9	143.1	1,346.7
Net Operating Result for the year attributed to Council		115.4	114.5	101.8	114.8	446.5	92.4	85.0	92.9	103.0	98.7	100.5	1,019.0

Operational Plan 2024/25

City of Sydney

Operating Budget

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

	2024/25				2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total
	\$M	Income	Expenditure	Op Surplus / (Deficit)											
Chief Executive Office		0.0	10.4	(10.4)	(10.7)	(11.1)	(11.4)	(43.6)	(11.7)	(12.1)	(12.5)	(12.8)	(13.2)	(13.6)	(119.5)
Office of the Lord Mayor		0.0	4.3	(4.3)	(4.5)	(4.6)	(4.7)	(18.1)	(4.9)	(5.0)	(5.2)	(5.3)	(5.5)	(5.7)	(49.6)
Secretariat		0.0	2.0	(2.0)	(2.1)	(2.2)	(2.2)	(8.5)	(2.3)	(2.4)	(2.4)	(2.5)	(2.6)	(2.7)	(23.4)
Councillor Support		0.0	2.4	(2.4)	(2.5)	(2.5)	(2.6)	(10.0)	(2.7)	(2.8)	(2.9)	(2.9)	(3.0)	(3.1)	(27.5)
Chief Executive Office		0.0	1.7	(1.7)	(1.7)	(1.8)	(1.8)	(6.9)	(1.9)	(1.9)	(2.0)	(2.0)	(2.1)	(2.2)	(19.0)
Legal & Governance		0.0	18.5	(18.5)	(17.1)	(17.7)	(18.3)	(71.6)	(21.2)	(19.5)	(20.2)	(20.9)	(24.2)	(22.3)	(199.8)
Risk Management & Governance		0.0	8.0	(8.0)	(8.3)	(8.7)	(9.0)	(34.0)	(9.3)	(9.7)	(10.0)	(10.4)	(10.8)	(11.2)	(95.4)
Legal Services		0.0	7.6	(7.6)	(7.9)	(8.1)	(8.3)	(31.9)	(8.6)	(8.9)	(9.1)	(9.4)	(9.7)	(10.0)	(87.6)
Internal Audit		0.0	0.9	(0.9)	(0.9)	(0.9)	(0.9)	(3.6)	(1.0)	(1.0)	(1.0)	(1.1)	(1.1)	(1.1)	(9.9)
Council Elections		0.0	2.0	(2.0)	(0.0)	(0.0)	(0.0)	(2.0)	(2.3)	(0.0)	(0.0)	(0.0)	(2.6)	0.0	(6.8)
Chief Operations Office		90.8	90.7	0.2	6.5	11.1	11.3	29.1	11.4	11.6	14.7	14.4	14.2	13.9	109.3
Chief Operations Office		0.0	1.0	(1.0)	(1.0)	(1.0)	(1.0)	(4.0)	(1.1)	(1.1)	(1.1)	(1.2)	(1.2)	(1.2)	(11.0)
City Property		90.2	68.6	21.6	28.8	33.5	34.3	118.2	35.2	36.0	39.9	40.5	41.0	41.6	352.4
Development & Strategy		0.0	2.5	(2.5)	(2.7)	(2.7)	(2.8)	(10.7)	(2.9)	(3.0)	(3.1)	(3.2)	(3.3)	(3.4)	(29.5)
Professional Services		0.0	4.6	(4.6)	(4.8)	(4.9)	(5.1)	(19.4)	(5.2)	(5.4)	(5.5)	(5.7)	(5.9)	(6.1)	(53.2)
Asset Strategy & Systems		0.0	1.0	(1.0)	(1.0)	(1.0)	(1.0)	(4.0)	(1.1)	(1.1)	(1.1)	(1.2)	(1.2)	(1.3)	(11.0)
City Design		0.6	6.6	(6.0)	(6.2)	(6.4)	(6.6)	(25.1)	(6.8)	(7.0)	(7.3)	(7.5)	(7.7)	(8.0)	(69.4)
City Projects		0.0	1.1	(1.1)	(1.2)	(1.2)	(1.2)	(4.6)	(1.3)	(1.3)	(1.3)	(1.4)	(1.4)	(1.5)	(12.8)
Green Square		0.0	0.7	(0.7)	(0.7)	(0.7)	(0.8)	(2.9)	(0.8)	(0.8)	(0.8)	(0.9)	(0.9)	(0.9)	(8.1)
City Access & Transport		0.1	4.3	(4.3)	(4.4)	(3.9)	(4.1)	(16.7)	(4.2)	(4.3)	(4.4)	(4.6)	(4.7)	(4.8)	(43.7)
Project Management Office		0.0	0.4	(0.4)	(0.4)	(0.4)	(0.4)	(1.6)	(0.4)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(4.5)
People Performance & Technology		3.2	58.6	(55.4)	(57.3)	(59.0)	(60.7)	(232.4)	(62.6)	(64.4)	(66.4)	(68.4)	(70.4)	(72.5)	(637.1)
Customer Service		3.2	8.2	(5.0)	(5.3)	(5.5)	(5.6)	(21.4)	(5.8)	(6.0)	(6.1)	(6.3)	(6.5)	(6.7)	(58.8)
Internal Office Services		0.0	0.0	0.0	(0.2)	(0.2)	(0.2)	(0.6)	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	(2.0)
People & Culture		0.0	9.3	(9.3)	(9.7)	(10.0)	(10.3)	(39.2)	(10.6)	(10.9)	(11.2)	(11.5)	(11.9)	(12.2)	(107.5)
Work Health & Safety		0.0	2.5	(2.5)	(2.6)	(2.7)	(2.8)	(10.6)	(2.9)	(2.9)	(3.0)	(3.1)	(3.2)	(3.3)	(29.0)
People Performance & Technology		0.0	1.5	(1.5)	(1.5)	(1.6)	(1.6)	(6.1)	(1.6)	(1.7)	(1.7)	(1.8)	(1.9)	(1.9)	(16.8)
Business & Service Improvement		0.0	1.4	(1.4)	(1.4)	(1.5)	(1.5)	(5.8)	(1.6)	(1.6)	(1.7)	(1.7)	(1.8)	(1.8)	(16.0)
Data & Information Management Services		0.0	9.3	(9.2)	(9.7)	(10.0)	(10.3)	(39.1)	(10.6)	(10.9)	(11.2)	(11.6)	(11.9)	(12.3)	(107.6)
Technology & Digital Services		0.0	26.5	(26.5)	(26.9)	(27.7)	(28.5)	(109.5)	(29.3)	(30.2)	(31.1)	(32.1)	(33.0)	(34.0)	(299.4)
City Life		24.6	112.0	(87.5)	(93.2)	(92.2)	(94.4)	(367.3)	(92.1)	(94.9)	(97.7)	(100.7)	(103.7)	(106.8)	(963.3)
Creative City		1.1	38.0	(36.9)	(37.9)	(39.0)	(40.2)	(154.1)	(41.4)	(42.7)	(43.9)	(45.3)	(46.6)	(48.0)	(422.0)
Grants & Sponsorship		0.1	28.3	(28.2)	(32.2)	(29.8)	(30.4)	(120.5)	(26.1)	(26.9)	(27.7)	(28.6)	(29.4)	(30.3)	(289.6)
Venue Management		14.5	11.4	3.1	3.2	3.7	3.8	13.9	3.9	4.1	4.2	4.3	4.4	4.6	39.3
Social City		8.5	23.9	(15.4)	(16.3)	(16.8)	(17.3)	(65.9)	(17.8)	(18.4)	(18.9)	(19.5)	(20.1)	(20.7)	(181.2)
City Business & Safety		0.1	5.6	(5.5)	(5.3)	(5.3)	(5.3)	(21.4)	(5.5)	(5.6)	(5.8)	(6.0)	(6.1)	(6.3)	(56.7)
City Life Management		0.0	2.2	(2.2)	(2.3)	(2.4)	(2.4)	(9.4)	(2.5)	(2.6)	(2.7)	(2.8)	(2.8)	(2.9)	(25.7)
Sustainability Programs		0.3	2.6	(2.3)	(2.4)	(2.5)	(2.6)	(9.9)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(3.2)	(27.4)
Strategic Development & Engagement		1.1	21.5	(20.4)	(20.6)	(21.2)	(21.9)	(84.1)	(23.6)	(23.2)	(23.6)	(24.3)	(25.1)	(27.0)	(230.8)

Operational Plan 2024/25

City of Sydney

Operating Budget

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

	2024/25			2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total	
	\$M	Income	Expenditure												Op Surplus / (Deficit)
City Communications		0.0	9.6	(9.6)	(10.0)	(10.3)	(10.6)	(40.5)	(10.9)	(11.3)	(11.6)	(11.9)	(12.3)	(12.7)	(111.3)
Strategy & Urban Analytics		0.0	3.8	(3.8)	(3.9)	(4.0)	(4.1)	(15.7)	(5.2)	(4.3)	(4.5)	(4.6)	(4.8)	(6.0)	(45.2)
Resilient Sydney		1.1	2.0	(0.9)	(0.4)	(0.4)	(0.4)	(2.1)	(0.5)	(0.5)	(0.2)	(0.2)	(0.2)	(0.3)	(4.0)
City Engagement		0.0	2.3	(2.3)	(2.4)	(2.5)	(2.6)	(9.8)	(2.6)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(26.9)
Sustainability & Resilience		0.0	1.9	(1.9)	(1.9)	(2.0)	(2.0)	(7.8)	(2.1)	(2.2)	(2.2)	(2.3)	(2.4)	(2.4)	(21.4)
Indigenous Leadership & Engagement		0.0	1.4	(1.4)	(1.5)	(1.5)	(1.6)	(6.0)	(1.6)	(1.7)	(1.7)	(1.8)	(1.8)	(1.9)	(16.5)
Strategic Development & Engagement		0.0	0.5	(0.5)	(0.5)	(0.5)	(0.5)	(2.0)	(0.5)	(0.6)	(0.6)	(0.6)	(0.6)	(0.6)	(5.5)
Corporate Costs		426.4	(0.5)	426.9	437.7	449.3	461.3	1,775.2	475.4	488.2	501.9	516.0	530.6	545.4	4,832.7
Chief Financial Office		0.6	13.7	(13.0)	(12.7)	(13.1)	(13.5)	(52.4)	(13.9)	(14.3)	(14.8)	(15.2)	(15.7)	(16.1)	(142.3)
CFO Administration		0.0	1.4	(1.4)	(1.5)	(1.5)	(1.6)	(5.9)	(1.6)	(1.7)	(1.7)	(1.8)	(1.8)	(1.9)	(16.3)
Business Planning & Performance		0.0	1.6	(1.6)	(1.7)	(1.7)	(1.8)	(6.7)	(1.8)	(1.9)	(1.9)	(2.0)	(2.0)	(2.1)	(18.4)
Financial Planning & Reporting		0.0	3.6	(3.6)	(3.7)	(3.8)	(4.0)	(15.1)	(4.1)	(4.2)	(4.3)	(4.4)	(4.6)	(4.7)	(41.4)
Rates		0.6	2.9	(2.2)	(2.3)	(2.4)	(2.5)	(9.4)	(2.6)	(2.6)	(2.7)	(2.8)	(2.9)	(3.0)	(25.9)
Procurement		0.0	4.3	(4.3)	(3.5)	(3.6)	(3.8)	(15.2)	(3.9)	(4.0)	(4.1)	(4.2)	(4.4)	(4.5)	(40.2)
City Services		148.1	228.5	(80.4)	(87.3)	(88.8)	(92.3)	(348.9)	(95.6)	(104.6)	(108.4)	(112.3)	(116.4)	(119.4)	(1,005.6)
Security & Emergency Management		0.0	6.8	(6.8)	(7.0)	(7.2)	(7.4)	(28.4)	(7.6)	(7.9)	(8.1)	(8.4)	(8.6)	(8.9)	(77.8)
City Rangers		40.4	29.6	10.9	11.0	11.4	11.7	45.0	12.1	12.4	12.8	13.2	13.5	13.9	122.8
Parking Fleet and Depot Services		59.3	19.6	39.7	40.5	41.2	41.9	163.2	42.6	43.4	44.2	44.9	45.7	46.5	430.6
City Greening & Leisure		2.0	49.0	(47.0)	(48.3)	(50.1)	(51.9)	(197.2)	(53.4)	(55.1)	(56.7)	(58.4)	(60.2)	(60.7)	(541.8)
City Services Management		0.0	0.6	(0.6)	(0.7)	(0.7)	(0.7)	(2.7)	(0.7)	(0.7)	(0.8)	(0.8)	(0.8)	(0.8)	(7.3)
City Infrastructure & Traffic Operations (CITO)		45.8	47.2	(1.5)	(4.5)	(2.7)	(2.8)	(11.4)	(2.9)	(3.0)	(3.1)	(3.2)	(3.3)	(3.4)	(30.1)
City Cleansing & Resource Recovery		0.6	75.6	(75.0)	(78.4)	(80.7)	(83.2)	(317.3)	(85.7)	(93.7)	(96.7)	(99.7)	(102.8)	(106.1)	(902.1)
City Planning Development & Transport		21.7	44.0	(22.3)	(23.2)	(23.4)	(24.1)	(92.9)	(24.8)	(25.6)	(26.3)	(27.1)	(27.9)	(28.8)	(253.4)
Health & Building		2.9	16.4	(13.5)	(13.9)	(14.4)	(14.8)	(56.6)	(15.2)	(15.7)	(16.2)	(16.6)	(17.1)	(17.7)	(155.1)
Construction & Building Certification Services		12.3	3.7	8.6	8.8	9.0	9.3	35.7	9.6	9.9	10.2	10.5	10.8	11.1	97.7
Planning Assessments		5.9	17.5	(11.6)	(11.9)	(12.3)	(12.6)	(48.4)	(13.0)	(13.4)	(13.8)	(14.2)	(14.7)	(15.1)	(132.7)
Strategic Planning & Urban Design		0.5	6.4	(5.8)	(6.1)	(5.8)	(6.0)	(23.6)	(6.1)	(6.3)	(6.5)	(6.7)	(6.9)	(7.1)	(63.3)
Council		716.4	597.3	119.1	122.1	134.0	136.0	511.2	141.3	141.2	146.8	148.7	148.2	152.8	1,390.2

City of Sydney

Summary of income and expenditure by Principal Activity

The schedule below reflects the Strategic Directions from Delivering 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 2024/25) to better reflect the allocation of Council funds towards these major directions.

	2024/25				2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Income	Expenditure	Op surplus / (deficit)	Capital									
Responsible governance and stewardship	514.8	180.1	334.7	56.7	351.7	366.1	376.0	385.1	397.3	411.1	421.7	430.2	444.0
A leading environmental performer	2.9	104.8	(101.9)	20.8	(104.7)	(107.7)	(110.6)	(114.4)	(123.4)	(127.3)	(131.3)	(135.4)	(139.7)
Public places for all	48.1	87.4	(39.2)	79.1	(44.5)	(44.4)	(46.5)	(47.4)	(48.9)	(50.4)	(51.9)	(53.5)	(53.9)
Design excellence and sustainable development	21.7	50.3	(28.6)		(29.8)	(30.2)	(31.1)	(32.0)	(33.0)	(34.0)	(35.0)	(36.1)	(37.1)
A city for walking, cycling and public transport	61.5	16.0	45.4	59.2	46.1	47.6	48.5	49.5	50.4	51.4	52.4	53.4	54.4
An equitable and inclusive city	6.9	46.6	(39.7)	1.3	(41.2)	(42.4)	(43.7)	(45.0)	(46.4)	(47.8)	(49.2)	(50.7)	(52.2)
Resilient and diverse communities	57.5	59.2	(1.7)	15.5	(1.7)	(1.3)	(1.3)	(1.4)	(1.4)	(1.1)	(1.2)	(1.3)	(1.3)
A thriving cultural and creative life	2.8	14.9	(12.1)	3.6	(12.5)	(12.9)	(13.3)	(13.7)	(14.1)	(14.5)	(15.0)	(15.4)	(15.9)
A transformed and innovative economy	0.2	32.5	(32.4)	0.4	(32.7)	(33.6)	(34.5)	(36.5)	(36.6)	(37.7)	(38.8)	(40.0)	(42.3)
Housing for all	0.0	5.4	(5.4)		(8.6)	(7.1)	(7.6)	(2.7)	(2.8)	(2.9)	(2.9)	(3.0)	(3.1)
Council	716.4	597.3	119.1	236.5	122.1	134.0	136.0	141.3	141.2	146.8	148.7	148.2	152.8

City of Sydney
Capital Works Expenditure Summary

\$'M	Prior	2024/25	2025/26	2026/27	2027/28	4 Years	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year	Total
	Years Total					Total							Total	Project Budget
Asset Enhancement														
Bicycle Related Works	44.6	24.9	14.3	14.0	5.8	59.0	8.0	7.7	8.9	6.4	8.4	7.0	105.3	149.9
Green Infrastructure	15.3	3.2	3.0	5.3	3.8	15.3	3.0	2.6	2.8	2.6	2.6	2.6	31.6	46.9
Open Space & Parks	101.2	12.4	19.0	16.4	27.2	75.0	31.7	13.1	12.1	12.5	15.8	16.6	176.6	277.8
Properties - Community, Cultural and Recreational	154.4	15.9	13.1	25.1	9.2	63.2	8.8	10.0	11.2	9.3	7.4	11.5	121.3	275.7
Properties - Investment and Operational	6.8	1.2	2.0	2.0	1.2	6.4	1.1	4.5	17.0	12.0	11.0	10.0	62.0	68.8
Public Art	9.9	2.7	2.5	2.5	1.5	9.2	1.6	2.1	2.0	2.0	1.6	1.1	19.6	29.5
Public Domain	209.4	42.7	47.3	29.1	40.5	159.6	35.8	17.5	32.7	37.5	47.0	46.3	376.4	585.8
Stormwater Drainage	81.1	1.1	5.0	7.0	7.5	20.6	7.5	7.5	6.6	6.6	6.5	5.5	60.8	142.0
Asset Enhancement Projects Total	622.6	104.1	106.1	101.4	96.6	408.3	97.4	64.9	93.4	88.8	100.3	100.6	953.6	1,576.2
Asset Renewal (Rolling Programs)														
Infrastructure - Roads Bridges Footways		16.3	17.6	15.4	19.1	68.5	20.4	19.7	19.7	23.7	24.6	21.5	198.1	198.1
Open Space & Parks		27.3	34.0	39.1	31.2	131.7	37.6	40.0	31.7	28.5	32.1	37.8	339.3	339.3
Properties Assets		48.9	53.3	80.0	70.2	252.5	39.2	39.1	48.4	39.5	36.8	33.8	489.3	489.3
Public Art		2.1	0.8	1.0	1.0	4.9	0.8	0.8	0.8	0.8	0.8	0.8	9.7	9.7
Public Domain		23.0	26.2	19.6	17.5	86.3	19.9	15.7	10.2	10.0	13.6	9.9	165.5	165.5
Stormwater Drainage		6.7	7.0	6.9	7.1	27.6	7.1	7.2	7.4	7.3	7.5	7.7	71.8	71.8
Asset Renewal Programs Total		124.4	139.0	162.1	146.0	571.5	124.9	122.6	118.2	109.7	115.5	111.4	1,273.7	1,273.7
Capital Works Contingency		8.0				8.0							8.0	8.0
TOTAL CAPITAL WORKS		622.6	236.5	245.1	263.5	987.7	222.4	187.4	211.6	198.5	215.7	212.0	2,235.3	2,857.9

Operational Plan 2024/25

City of Sydney
Capital Works Individual Projects > \$5M

\$M		Prior Years Total	2024/25	2025/26	2026/27	2027/28	4 Years Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total	Total Project Budget
Project Name	Project Group														
Oxford Street west and Liverpool Street Cycleway	Bicycle Related Works - Asset Enhancement	5.6	9.3				9.3							9.3	14.9
Erskineville Alexandria Precinct Cycleway Links	Bicycle Related Works - Asset Enhancement	8.6	0.2				0.2							0.2	8.8
Castlereagh Street Cycleway - North	Bicycle Related Works - Asset Enhancement	12.3	9.6	2.0			11.6							11.6	23.9
Alexandra Canal South Cycleway	Bicycle Related Works - Asset Enhancement				0.1	0.2	0.3	0.4	4.0	4.1				8.8	8.8
Primrose Avenue Quietway	Bicycle Related Works - Asset Enhancement	0.7	0.5	3.0	3.0		6.5							6.5	7.2
Elizabeth St (Central Station-Campbell St) Cycleway	Bicycle Related Works - Asset Enhancement		0.4	1.0	3.0	3.0	7.4	0.1						7.5	7.5
City South Bike Network Link – Ultimo Rd and Campbell St	Bicycle Related Works - Asset Enhancement	0.8	0.7	4.1	3.0		7.8							7.8	8.6
Waterloo Bike Network Link	Bicycle Related Works - Asset Enhancement									0.2	0.4	0.4	5.5	6.4	6.4
Maddox Street Cycleway Link, Alexandria	Bicycle Related Works - Asset Enhancement				0.2	0.5	0.7	3.4	2.0					6.1	6.1
Cycleway - William Street Link (College to Crown)	Bicycle Related Works - Asset Enhancement							0.7	0.7	3.3	3.9	3.9	0.7	13.0	13.0
Wimbo Park Surry Hills	Open Space & Parks - Asset Enhancement	9.2	0.6				0.6							0.6	9.9
City Centre Playground Works	Open Space & Parks - Asset Enhancement	1.1			0.3	2.0	2.4	4.3						6.6	7.8
Synthetic Sports Field Installations - Perry Park	Open Space & Parks - Asset Enhancement	11.7	1.8				1.8							1.8	13.5
City North - Macquarie Place Park - CMP Works implementation	Open Space & Parks - Asset Enhancement	0.1	0.3	2.2	2.0	0.4	4.9							4.9	5.0
Mandible Street Sports Precinct	Open Space & Parks - Asset Enhancement	0.1	0.4	1.0	5.0	20.0	26.4	20.0	3.5					49.9	50.0
Sydney Park - former Nursery Re-use	Open Space & Parks - Asset Enhancement				0.4	0.6	1.0	5.0	5.0	1.0				12.0	12.0
Gunyama Park Stage 2 & George Julius Avenue North	Open Space & Parks - Asset Enhancement	1.5	6.9	11.4	6.1	3.8	28.1							28.1	29.6
Moore Park - Golf Course Conversion to Open Space	Open Space & Parks - Asset Enhancement											3.0	7.0	10.0	10.0
Green Square Public School and Community Spaces	Properties - Community, Cultural and Recreational - Asset Enhancement	14.2	7.5	3.0			10.5							10.5	24.7
New Childcare - Fig and Wattle Street Ultimo	Properties - Community, Cultural and Recreational - Asset Enhancement				8.0		8.0							8.0	8.0
Sports Facilities - Fig and Wattle Depot Site	Properties - Community, Cultural and Recreational - Asset Enhancement				7.0		7.0							7.0	7.0
Huntley Street Recreation Centre - Development	Properties - Community, Cultural and Recreational - Asset Enhancement	2.6	4.8	9.9	9.5		24.2							24.2	26.8
George Street - Lend Lease Circular Quay VPA	Properties - Community, Cultural and Recreational - Asset Enhancement	7.6	0.4				0.4	0.4	0.4					1.2	8.8

Operational Plan 2024/25

City of Sydney
Capital Works Individual Projects > \$5M

\$M		Prior Years Total	2024/25	2025/26	2026/27	2027/28	4 Years Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total	Total Project Budget
Project Name	Project Group														
Pymont Community Centre Upgrade	Properties - Community, Cultural and Recreational - Asset Enhancement	8.7	2.7				2.7							2.7	11.3
Future Chippendale Community Facility	Properties - Community, Cultural and Recreational - Asset Enhancement				0.1	0.2	0.3	0.5	2.0	2.0	0.3			5.0	5.0
Ultimo Community Centre - Upgrade (Convert Library & OOSH)	Properties - Community, Cultural and Recreational - Asset Enhancement							0.2	0.4	3.0	5.0	3.0	0.5	12.0	12.0
Waterloo Town Centre Community Facilities	Properties - Community, Cultural and Recreational - Asset Enhancement					0.3	0.3	0.5	3.0	3.0	3.0	0.3		10.0	10.0
City Centre - Barrack St masterplan	Public Domain - Asset Enhancement											2.5	2.5	5.0	5.0
City Centre Sydney Square Upgrade	Public Domain - Asset Enhancement	0.2	0.5	1.0	1.0	20.0	22.5	12.3						34.8	35.0
Dixon Street Public Domain Improvements	Public Domain - Asset Enhancement	0.6	2.5	5.0	0.5		7.9							7.9	8.5
Hinchcliffe St (North), Woolpack St & Barker St (South)	Public Domain - Asset Enhancement	0.3								6.5				6.5	6.8
Zetland Ave (West) - Paul St to Portman St	Public Domain - Asset Enhancement	9.2	0.4				0.4							0.4	9.6
Green Square to Ashmore Connection	Public Domain - Asset Enhancement	32.9	2.0				2.0							2.0	34.9
Crown Street Public Domain	Public Domain - Asset Enhancement	13.4	12.4	10.7			23.1							23.1	36.5
Regent Street Redfern	Public Domain - Asset Enhancement									1.0	5.0	7.0	5.0	18.0	18.0
Pemulwuy precinct Public Domain improvements	Public Domain - Asset Enhancement	0.2	0.6	1.6	1.8	1.8	5.8							5.8	6.0
Danks Street South - Public Domain Works	Public Domain - Asset Enhancement												5.0	5.0	5.0
Northern Enterprise Precinct Public Domain Works	Public Domain - Asset Enhancement							5.0						5.0	5.0
Loftus St, Reiby Pl & Customs House Ln Upgrade	Public Domain - Asset Enhancement	1.7	5.0	2.0			7.0							7.0	8.6
George Street North Pedestrianisation (Hunter to Alfred Sts)	Public Domain - Asset Enhancement	6.7	13.3	9.2	9.4	5.4	37.3							37.3	44.0
Erskineville Road Public Domain upgrade	Public Domain - Asset Enhancement					0.2	0.2	5.0	6.0	5.2	0.8			17.2	17.2
Harbour Street Footpath Public Domain upgrade (Hay to Goulburn)	Public Domain - Asset Enhancement							0.6	1.5	2.5	1.4			6.0	6.0
Broadway pedestrian & cycling upgrade (George St to Derwent St)	Public Domain - Asset Enhancement									5.0	15.0	15.0	15.0	50.0	50.0
Link Road and Epsom Road Intersection	Public Domain - Asset Enhancement	0.2	1.1	7.0	4.3		12.3							12.3	12.5
Campbell Street Public Domain upgrade (George to Pitt Street)	Public Domain - Asset Enhancement			0.3	2.0	3.0	5.3	1.5	1.2					8.0	8.0
Victoria St Public Domain upgrade (Kings Cross Rd to Oxford St)	Public Domain - Asset Enhancement		0.3	1.5	3.8	4.5	10.1	4.5	0.5					15.0	15.0
Stanley St Public Domain upgrade (Crown to Riley)	Public Domain - Asset Enhancement		0.2	4.0	0.8		5.0							5.0	5.0
Belmore Park	Open Space & Parks - Asset Renewal	0.4	0.2	0.5	1.0	3.0	4.7	6.0	6.0	1.8				18.5	18.9
Open Space Renewal - Observatory Hill Pathways	Open Space & Parks - Asset Renewal	0.1				0.3	0.3	1.0	1.8	1.8				4.9	5.0
Open Space Renewal - Hyde Park Lighting	Open Space & Parks - Asset Renewal	1.6	3.1	9.5	6.5	0.5	19.7							19.7	21.3

Operational Plan 2024/25

City of Sydney
Capital Works Individual Projects > \$5M

\$M		Prior Years Total	2024/25	2025/26	2026/27	2027/28	4 Years Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total	Total Project Budget
Project Name	Project Group														
Parks General - Harry Noble Reserve	Open Space & Parks - Asset Renewal	0.5	1.4	3.0	0.5		4.9							4.9	5.4
Alexandria Park	Open Space & Parks - Asset Renewal	0.2	0.1	0.5	1.0	4.5	6.1	4.5	1.0	0.4				12.0	12.2
Redfern Community Centre - Open Space	Open Space & Parks - Asset Renewal	0.1	0.6	3.3	3.3	0.6	7.8							7.8	7.9
Hyde Park Master Plan - remaining works	Open Space & Parks - Asset Renewal			0.2	0.3	3.8	4.3	4.0	4.0	4.0	4.5	2.0	2.0	24.7	24.7
Ward Park	Open Space & Parks - Asset Renewal	0.1	0.2	0.8	3.8	0.5	5.2							5.2	5.3
Green Park	Open Space & Parks - Asset Renewal	0.1	0.1	1.0	3.3	0.5	4.9							4.9	5.0
Waterloo Park Waterloo	Open Space & Parks - Asset Renewal		0.1	0.1	0.2	1.0	1.4	2.0	8.0	2.0				13.4	13.4
Mount Carmel Waterloo - Major Renewal Works	Open Space & Parks - Asset Renewal				0.4	0.4	0.8	1.9	2.3	2.3	0.4			7.6	7.6
Erskineville Park Oval surround and sandstone walls- Renewal	Open Space & Parks - Asset Renewal									0.6	1.4	1.7	1.9	5.5	5.5
Customs House – Façade Upgrade stage 2	Properties Assets - Asset Renewal	0.8			0.2	4.0	4.1	3.4	1.3					8.8	9.6
Town Hall House, Façade Remediation	Properties Assets - Asset Renewal	6.9	5.0	0.5			5.5							5.5	12.4
343 George St - Façade Remediation	Properties Assets - Asset Renewal	6.7	5.8	6.5	1.0		13.3							13.3	20.0
Sydney Town Hall External Works Stage 3	Properties Assets - Asset Renewal	14.9	1.6				1.6							1.6	16.5
City Recital Hall Capital Works	Properties Assets - Asset Renewal	5.9	0.9				0.9							0.9	6.8
307 Pitt Street Fire Protection Upgrade	Properties Assets - Asset Renewal	2.7	2.7	1.0			3.7							3.7	6.4
Sydney Park Brick Kilns - Renewal Works	Properties Assets - Asset Renewal	1.9	2.8	6.7	7.8	0.5	17.9							17.9	19.7
Goulburn St Parking Station - Whole of structure remediation	Properties Assets - Asset Renewal	0.8	1.1	5.6	5.6	5.6	17.8	3.0	1.5	1.5	1.4			25.2	26.0
Bay Street East - Depot Redevelopment	Properties Assets - Asset Renewal	1.5	1.3	2.5	35.0	27.5	66.3	4.7						71.0	72.5
343 George St - Level 6-10 Base Building Renewal	Properties Assets - Asset Renewal	0.5	0.8	5.0	9.0	8.5	23.2	0.5						23.7	24.2
Paddington Town Hall - Major Renewal	Properties Assets - Asset Renewal			0.3	0.8	1.5	2.5	6.0	7.5	7.5	1.5			25.0	25.0
Customs House - Major Renewal	Properties Assets - Asset Renewal				0.3	0.8	1.0	3.0	7.5	7.5	1.0			20.0	20.0
Surry Hills Library - Major Renewal incl Façade	Properties Assets - Asset Renewal					0.3	0.3	0.5	2.5	1.5	0.3			5.0	5.0
Glebe Point Road Community Facilities Precinct/Major Renewal	Properties Assets - Asset Renewal							0.3	0.8	6.8	7.5	7.5	2.3	25.0	25.0
343 George Street - Level 1 2 3 Common Area/Services Renewal	Properties Assets - Asset Renewal			0.6	1.2	0.6	2.4	0.6	0.6	0.6	0.6	0.6	0.6	6.0	6.0
Cathedral Square - Civic Space Renewal	Public Domain - Asset Renewal				0.2	0.3	0.5	2.6	2.7	0.3				6.0	6.0

City of Sydney
Balance Sheet

	\$'M	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
ASSETS											
Current Assets											
Cash and Investments		698.2	640.7	517.3	449.2	417.0	358.6	316.7	291.9	275.9	262.8
Receivables		112.9	116.0	115.4	120.6	118.2	119.3	122.7	126.4	127.9	129.9
Contract and Contract Cost Assets		20.1	20.1	20.1	20.1	20.1	20.1	20.1	20.1	20.1	20.1
Inventory		0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Other Assets		9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3
Total Current Assets		841.1	786.8	662.7	599.8	565.2	507.9	469.5	448.3	433.9	422.7
Non Current Assets											
Capital Works, Infrastructure, Investment Properties and P&A		14,095.8	14,264.7	14,486.1	14,636.6	14,755.4	14,893.4	15,030.0	15,153.5	15,274.5	15,389.7
Total Non-Current Assets		14,095.8	14,264.7	14,486.1	14,636.6	14,755.4	14,893.4	15,030.0	15,153.5	15,274.5	15,389.7
TOTAL ASSETS		14,936.9	15,051.5	15,148.9	15,236.4	15,320.6	15,401.3	15,499.4	15,601.9	15,708.4	15,812.4
LIABILITIES											
Current Liabilities											
Payables		117.1	122.2	126.4	124.0	121.7	119.2	126.1	126.4	132.5	134.0
Provisions		203.3	198.4	189.7	164.8	159.0	157.1	155.5	154.6	156.3	158.4
Total Current Liabilities		320.5	320.5	316.1	288.9	280.7	276.3	281.5	281.0	288.8	292.4
Non Current Liabilities											
Provisions		32.6	32.6	32.6	32.6	32.6	32.6	32.6	32.6	32.6	32.6
Total Non-Current Liabilities		32.6	32.6	32.6	32.6	32.6	32.6	32.6	32.6	32.6	32.6
TOTAL LIABILITIES		353.1	353.1	348.7	321.5	313.3	308.9	314.1	313.6	321.4	325.0
EQUITY											
Equity		14,583.8	14,698.4	14,800.2	14,914.9	15,007.3	15,092.4	15,185.3	15,288.3	15,387.0	15,487.4
TOTAL EQUITY		14,583.8	14,698.4	14,800.2	14,914.9	15,007.3	15,092.4	15,185.3	15,288.3	15,387.0	15,487.4

City of Sydney

Cash Flow Forecast

	\$M	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Cash from operations											
Rates and annual charges		419.9	431.6	443.6	455.9	468.5	481.5	494.9	508.7	522.8	537.3
Other operating income *		295.0	308.3	321.2	330.0	339.1	348.5	361.2	370.7	380.6	390.7
Operating Income		714.9	739.8	764.8	785.8	807.6	830.1	856.1	879.4	903.4	928.0
Employee benefits and on-costs		(289.3)	(298.5)	(305.5)	(314.6)	(323.6)	(332.5)	(342.1)	(352.4)	(362.9)	(374.6)
Other operating expenditure *		(306.5)	(319.2)	(325.3)	(335.3)	(342.7)	(356.4)	(367.1)	(378.2)	(392.3)	(400.6)
Operating Expenditure		(595.8)	(617.7)	(630.8)	(649.9)	(666.3)	(688.9)	(709.3)	(730.7)	(755.2)	(775.2)
Operating Surplus		119.1	122.1	134.0	136.0	141.3	141.2	146.8	148.7	148.2	152.8
Other Non Operating:											
Interest and investment income		34.3	29.1	22.3	16.7	12.6	11.4	9.7	8.9	8.1	7.8
Grants and contributions provided for capital purposes		95.0	97.8	81.8	100.8	79.2	75.9	81.7	91.9	90.2	91.0
Capital project related costs **		(6.2)	(6.4)	(6.6)	(6.8)	(7.0)	(7.2)	(7.4)	(7.6)	(7.9)	(8.1)
Depreciation and amortisation expense		(126.8)	(128.2)	(129.8)	(132.0)	(133.8)	(136.3)	(137.9)	(139.0)	(139.9)	(143.1)
Net Surplus/(Deficit)		115.4	114.5	101.8	114.8	92.4	85.0	92.9	103.0	98.7	100.5
Add Back:											
Depreciation and amortisation expense		126.8	128.2	129.8	132.0	133.8	136.3	137.9	139.0	139.9	143.1
Non-cash asset adjustments		(2.0)	(1.9)	(1.8)	(1.6)	(1.5)	(1.4)	(1.2)	(1.1)	(0.9)	(0.8)
Cash Surplus before Capital Expenditure		240.2	240.8	229.8	245.1	224.7	220.0	229.6	240.8	237.7	242.8
Capital Expenditure											
Capital works		(236.5)	(245.1)	(263.5)	(242.6)	(222.4)	(187.4)	(211.6)	(198.5)	(215.7)	(212.0)
Plant and asset acquisitions (net of disposals)		(18.6)	(23.1)	(25.7)	(24.0)	(24.7)	(25.5)	(26.2)	(27.0)	(27.9)	(28.7)
Capital Works (Technology and Digital Services)		(24.0)	(23.8)	(17.5)	(14.6)	(11.0)	(15.0)	(15.5)	(15.9)	(16.4)	(16.9)
Property (acquisitions) / divestments		(28.0)	(3.3)	(42.8)	0.4	7.0	(45.0)	(20.0)	(20.0)	0.0	0.0
Total Capital Expenditure		(307.1)	(295.2)	(349.4)	(280.8)	(251.1)	(272.9)	(273.3)	(261.5)	(260.0)	(257.6)
Net Receivables/Payables Movement		17.9	(3.0)	(3.8)	(32.4)	(5.8)	(5.5)	1.8	(4.2)	6.3	1.6
Cash Surplus/(Deficit)		(49.1)	(57.4)	(123.4)	(68.2)	(32.1)	(58.4)	(41.9)	(24.8)	(15.9)	(13.2)
Total Cash at Beginning of Period		747.3	698.2	640.7	517.3	449.2	417.0	358.6	316.7	291.9	275.9
Cash Surplus/(Deficit)		(49.1)	(57.4)	(123.4)	(68.2)	(32.1)	(58.4)	(41.9)	(24.8)	(15.9)	(13.2)
Total Cash at End of Period		698.2	640.7	517.3	449.2	417.0	358.6	316.7	291.9	275.9	262.8

* Value-in-kind is non-cash and hence excluded from this statement in Operating Income and Operating Expenditure categories

** This item of expenditure is included within Materials and Contracts expense on the Income Statement

City of Sydney

Plant and Asset acquisitions, disposals and Capital Works (Technology and Digital Services)

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 is reviewing the current policy of replacing light fleet vehicles and is working towards extending the lifecycle of its fleet vehicles as part of the longer term transition to zero emission options. The City 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 third 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 - 2024/25

	2024/25			Four years expenditure to 2027/28	Ten years expenditure to 2033/34
	Acquisitions	Disposals	Net Budget		
Books & Library Resources	0.8	0.0	0.8		
Information Technology (Equipment)	2.4	0.0	2.4		
Vehicles and Plant	8.4	(0.3)	8.1		
Equipment, Furniture & Fittings and Miscellaneous	7.3	0.0	7.3		
Plant and asset acquisitions (net of disposals)	18.9	(0.3)	18.6	91.4	251.4
Capital Works (Technology and Digital Services)	24.0	0.0	24.0	79.9	170.5

Notes on Commercial Activities and Revenue Policy

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.

The City expects to generate \$10.9M in 2024/25 from Parking Stations and \$123.8M over the ten year life of the plan.

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.

City of Sydney

OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS

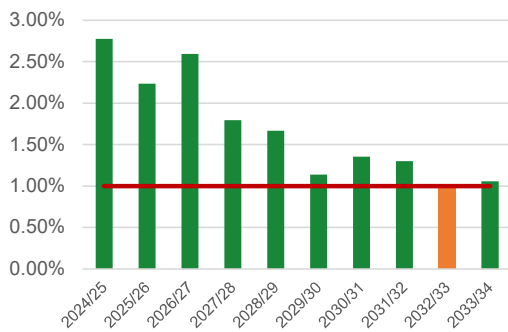
The City's performance in respect of the mandated Office of Local Government Performance measures is detailed below. The charts demonstrate performance trends on the basis of forward projections contained in the Long Term Financial Plan, and estimates related to future asset maintenance and renewal requirements (per the Asset Management Plan) and infrastructure backlog.

The formulas used in the calculations, as provided by the NSW Office of Local Government (OLG), are also included.

The graphs plot the annual performance for each ratio shown - while longer term projections generally reflect above-benchmark

Sustainability

Operating Performance Ratio

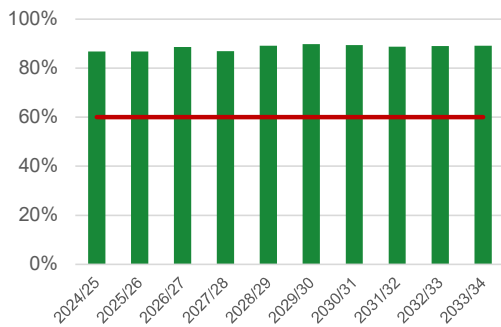


$$\frac{\text{Operating Revenue (excluding Capital Grants \& Contributions)} - \text{Operating Expenses}}{\text{Operating Revenue (excluding Capital Grants \& Contributions)}}$$

Operating Performance is projected to exceed benchmark over the life of the Long Term Financial Plan.

2024/25, 2028/29 and 2032/33 are all election years, which has a slight unfavourable impact on the ratio result due to additional expenses incurred in running local government elections including to administer a roll of business voters within the LGA for the purposes of compulsory voting.

Own Source Revenue

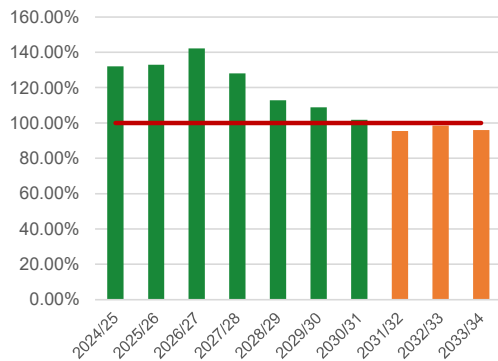


$$\frac{\text{Total continuing operating revenue (excluding all grants and contributions)}}{\text{Total Operating Revenue (including all Capital Grants and Contributions)}}$$

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 assumed 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



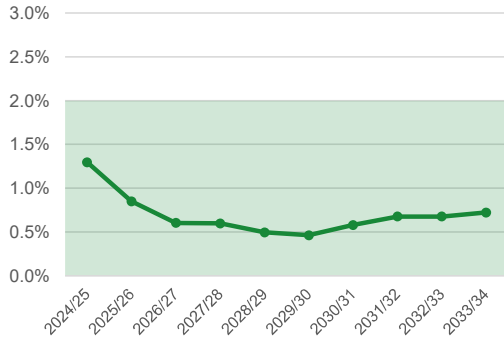
$$\frac{\text{Actual Asset Renewals}}{\text{Required Renewal* of Building and Infrastructure Assets}}$$

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.

Substantial renewal works are planned for the earlier years of the plan, driven (in part) by strategic upgrade works that deliver a renewal benefit to assets. Underlying recurrent renewal programs focus on prioritising end-of-life assets for renewal and/or replacement.

City of Sydney
OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS
Infrastructure and Service Management

Infrastructure Backlog Ratio



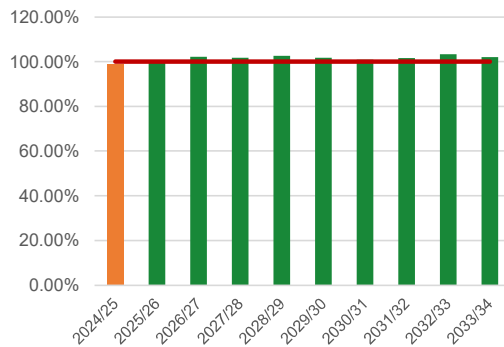
Estimated Costs to Bring Assets to a Satisfactory Standard

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

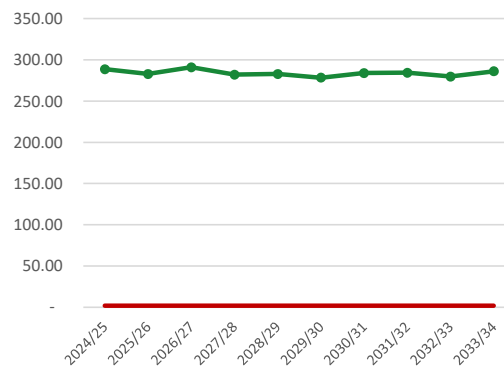


Actual Asset Maintenance
Required Asset Maintenance

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. 97% or higher of required levels). The slightly lower ratio results in the earlier years of the Long Term Financial Plan are reflective of higher (capital) renewal works. Conversely, the slight increase over the life of the plan partially offsets the easing renewal activity in later years.

Gross expenditure on asset maintenance will continue to grow over time, as will the "required" level of annual maintenance, as the City's asset base continues to grow. 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



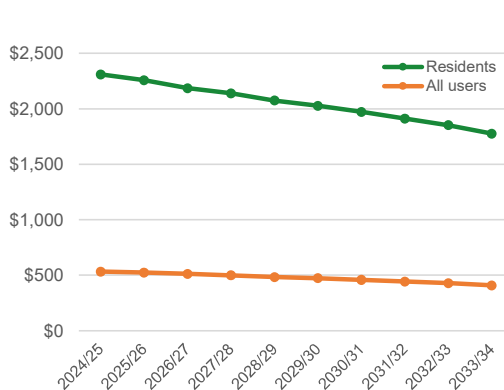
Principal Repayments (from Statement of Cash Flows) plus Borrowing Interest Costs (from the income statement)
Operating Results before Interest and Depreciation Expense (EBITDA)

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.

The projected ratio result reflects future estimates related to a property leased by the City for a library. Under accounting standard AASB 16 - Leases, a notional 'interest' expense is calculated in respect of the lease. The ratio benchmark is greater than 2.00 : 1, which is significantly exceeded over the life of this plan, indicating that the City can comfortably accommodate this notional 'debt'.

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.

The orange line reflects the inclusion of all users of the City. Note that the City has close to 1.1M visitors per day on average in 2022/23, which is a slight drop on earlier estimates.

City of Sydney

Income Statement - alternative scenario 1 (inflation lasting longer than anticipated impacting operating expenses)

	\$'M	2024/25	2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total
Income from Continuing Operations													
Rates and annual charges		419.2	430.9	442.8	455.1	1,748.1	467.8	480.8	494.1	507.8	522.0	536.5	4,757.0
User charges and fees		149.2	153.1	157.2	161.4	620.8	165.7	170.1	174.7	179.4	184.2	189.2	1,684.2
Interest and investment income		34.3	28.9	21.6	15.4	100.2	10.9	9.0	6.7	5.1	3.5	2.4	137.9
Other revenues		130.4	140.0	148.7	153.1	572.2	157.5	162.1	169.8	174.3	179.0	183.7	1,598.7
Grants and contributions provided for capital purposes		95.0	97.8	81.8	100.8	375.5	79.2	75.9	81.7	91.9	90.2	91.0	885.5
Grants and contributions provided for operating purposes		17.5	17.3	17.6	17.9	70.3	18.3	18.7	19.2	19.6	20.1	20.6	186.7
Total Income from Continuing Operations		845.7	868.0	869.8	903.7	3,487.1	899.4	916.7	946.2	978.2	999.0	1,023.4	9,250.0
Expenses from Continuing Operations													
Employee benefits and on-costs		289.3	301.4	311.4	320.7	1,222.9	329.9	339.0	348.8	359.3	370.0	381.9	3,351.8
Borrowing costs		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		245.0	258.9	272.9	281.7	1,058.5	292.6	299.4	308.3	317.5	329.7	335.9	2,941.9
Depreciation, amortisation and impairment		126.8	128.2	129.8	132.0	516.7	133.8	136.3	137.9	139.0	139.9	143.1	1,346.7
Other expenses		69.2	74.3	73.2	75.1	291.8	72.1	79.8	82.4	85.0	87.7	90.4	789.3
Total Expenses from Continuing Operations		730.3	762.8	787.4	809.5	3,090.0	828.4	854.5	877.3	900.8	927.3	951.3	8,429.6
Net operating result for the year attributable to Council		115.4	105.2	82.4	94.2	397.2	70.9	62.2	68.8	77.5	71.7	72.1	820.4

Inflation lasting longer than anticipated impacting operating expenses

The base case of this Long Term Financial Plan anticipates that inflation will subside and return to the Reserve Bank of Australia's long term average target range by 2025/26. This alternative scenario has been modelled to demonstrate the potential additional impact of high levels of inflation persisting for two years, with the compounding impact of that inflation reflected through the ten years of the Plan. Compared to the base case, Employee related expenses in this scenario were modelled at 1% higher for 2025/26 and 2026/27. Likewise Materials and Contracts were modelled at 2% higher than the base case. The increase in these two financial years is compounded in the later years of the plan by the same assumptions used in the base case.

The financial impact of the temporary higher inflation under this scenario results in an additional \$55.7M Employee related expenses and \$119.8M higher Materials and Services costs. As a consequence, projected Interest Income is \$23.1M lower. These factors combined unfavourably impact the City's net operating result by \$198.6M over the ten year Plan. The cash impact of this scenario is modelled on an alternative Cash Flow Forecast on the next page.

City of Sydney

Cash Flow Forecast - alternative scenario 1 (inflation lasting longer than anticipated impacting operating expenses)

	\$M	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Cash from operations											
Rates and annual charges		419.9	431.6	443.6	455.9	468.5	481.5	494.9	508.7	522.8	537.3
Other operating income *		295.0	308.3	321.2	330.0	339.1	348.5	361.2	370.7	380.6	390.7
Operating Income		714.9	739.8	764.8	785.8	807.6	830.1	856.1	879.4	903.4	928.0
Employee benefits and on-costs		(289.3)	(301.4)	(311.4)	(320.7)	(329.9)	(339.0)	(348.8)	(359.3)	(370.0)	(381.9)
Other operating expenditure *		(306.5)	(325.4)	(338.0)	(348.4)	(356.2)	(370.3)	(381.5)	(393.1)	(407.7)	(416.3)
Operating Expenditure		(595.8)	(626.8)	(649.5)	(669.1)	(686.0)	(709.3)	(730.3)	(752.4)	(777.7)	(798.3)
Operating Surplus		119.1	113.1	115.3	116.7	121.6	120.7	125.8	127.0	125.7	129.8
Other Non Operating:											
Interest and investment income		34.3	28.9	21.6	15.4	10.9	9.0	6.7	5.1	3.5	2.4
Grants and contributions provided for capital purposes		95.0	97.8	81.8	100.8	79.2	75.9	81.7	91.9	90.2	91.0
Capital project related costs **		(6.2)	(6.4)	(6.6)	(6.8)	(7.0)	(7.2)	(7.4)	(7.6)	(7.9)	(8.1)
Depreciation and amortisation expense		(126.8)	(128.2)	(129.8)	(132.0)	(133.8)	(136.3)	(137.9)	(139.0)	(139.9)	(143.1)
Net Surplus/(Deficit)		115.4	105.2	82.4	94.2	70.9	62.2	68.8	77.5	71.7	72.1
Add Back:											
Depreciation and amortisation expense		126.8	128.2	129.8	132.0	133.8	136.3	137.9	139.0	139.9	143.1
Non-cash asset adjustments		(2.0)	(1.9)	(1.8)	(1.6)	(1.5)	(1.4)	(1.2)	(1.1)	(0.9)	(0.8)
Cash Surplus before Capital Expenditure		240.2	231.5	210.4	224.5	203.2	197.1	205.5	215.4	210.7	214.4
Capital Expenditure											
Capital works		(236.5)	(245.1)	(263.5)	(242.6)	(222.4)	(187.4)	(211.6)	(198.5)	(215.7)	(212.0)
Plant and asset acquisitions (net of disposals)		(18.6)	(23.1)	(25.7)	(24.0)	(24.7)	(25.5)	(26.2)	(27.0)	(27.9)	(28.7)
Capital Works (Technology and Digital Services)		(24.0)	(23.8)	(17.5)	(14.6)	(11.0)	(15.0)	(15.5)	(15.9)	(16.4)	(16.9)
Property (acquisitions) / divestments		(28.0)	(3.3)	(42.8)	0.4	7.0	(45.0)	(20.0)	(20.0)	0.0	0.0
Total Capital Expenditure		(307.1)	(295.2)	(349.4)	(280.8)	(251.1)	(272.9)	(273.3)	(261.5)	(260.0)	(257.6)
Net Receivables/Payables Movement		17.9	(1.9)	(2.7)	(32.4)	(5.7)	(5.4)	1.9	(4.2)	6.4	1.7
Cash Surplus/(Deficit)		(49.1)	(65.7)	(141.7)	(88.6)	(53.5)	(81.2)	(65.9)	(50.3)	(42.9)	(41.5)
Total Cash at Beginning of Period		747.3	698.2	632.5	490.8	402.1	348.6	267.4	201.5	151.3	108.4
Cash Surplus/(Deficit)		(49.1)	(65.7)	(141.7)	(88.6)	(53.5)	(81.2)	(65.9)	(50.3)	(42.9)	(41.5)
Total Cash at End of Period		698.2	632.5	490.8	402.1	348.6	267.4	201.5	151.3	108.4	66.9

* Value-in-kind is non-cash and hence excluded from this statement in Operating Income and Operating Expenditure categories

** This item of expenditure is included within Materials and Contracts expense on the Income Statement

City of Sydney

Income Statement - alternative scenario 2 - Developer contributions lower than anticipated

	\$'M	2024/25	2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total
Income from Continuing Operations													
Rates and annual charges		419.2	430.9	442.8	455.1	1,748.1	467.8	480.8	494.1	507.8	522.0	536.5	4,757.0
User charges and fees		149.2	153.1	157.2	161.4	620.8	165.7	170.1	174.7	179.4	184.2	189.2	1,684.2
Interest and investment income		34.3	28.8	21.6	15.5	100.1	11.1	9.4	7.2	5.9	4.5	3.6	141.9
Other revenues		130.4	140.0	148.7	153.1	572.2	157.5	162.1	169.8	174.3	179.0	183.7	1,598.7
Grants and contributions provided for capital purposes		95.0	83.6	67.5	86.3	332.5	64.5	61.1	66.6	76.7	74.8	75.4	751.4
Grants and contributions provided for operating purposes		17.5	17.3	17.6	17.9	70.3	18.3	18.7	19.2	19.6	20.1	20.6	186.7
Total Income from Continuing Operations		845.7	853.7	855.4	889.2	3,444.0	884.9	902.2	931.6	963.7	984.5	1,009.0	9,119.9
Expenses from Continuing Operations													
Employee benefits and on-costs		289.3	298.5	305.5	314.6	1,207.9	323.6	332.5	342.1	352.4	362.9	374.6	3,296.1
Borrowing costs		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		245.0	252.7	260.1	268.6	1,026.4	279.2	285.4	293.9	302.7	314.3	320.2	2,822.1
Depreciation, amortisation and impairment		126.8	128.2	129.8	132.0	516.7	133.8	136.3	137.9	139.0	139.9	143.1	1,346.7
Other expenses		69.2	74.3	73.2	75.1	291.8	72.1	79.8	82.4	85.0	87.7	90.4	789.3
Total Expenses from Continuing Operations		730.3	753.8	768.7	790.2	3,042.9	808.7	834.0	856.3	879.0	904.8	928.3	8,254.1
Net operating result for the year attributable to Council		115.4	100.0	86.7	99.0	401.1	76.2	68.2	75.4	84.7	79.7	80.6	865.8

Developer contributions lower than anticipated impacting total income

The base case of this Long Term Financial Plan anticipates that Developer Contributions will be stable, driven by long term trends in property development in the Local Government Area. This alternative scenario has been modelled to reflect the potential impact of Developer Contributions being lower than assumed in the base case. This may eventuate for a number of reasons. There is the possibility that the development cycle dips and activity is subdued for some time following prolonged global inflation and recessionary pressures. Separately, the State Government has not dismissed the possibility of changes to legislation regarding developer contributions, in which contributions received by the City may be syphoned off to fund State Government priorities elsewhere in New South Wales.

The assumption in this scenario is that developer contributions are 25% lower compared to the base case over the life of the plan. The financial impact is \$134.1M lower developer contributions with a consequential reduction in interest income of \$19.1M, which leads to a net operating result attributable to Council that is \$153.1M unfavourable to the base case of this plan. The cash impact of this scenario is modelled on an alternative Cash Flow Forecast on the next page.

City of Sydney

Cash Flow Forecast - alternative scenario 2 - Developer contributions lower than anticipated

	\$M	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Cash from operations											
Rates and annual charges		419.9	431.6	443.6	455.9	468.5	481.5	494.9	508.7	522.8	537.3
Other operating income *		295.0	308.3	321.2	330.0	339.1	348.5	361.2	370.7	380.6	390.7
Operating Income		714.9	739.8	764.8	785.8	807.6	830.1	856.1	879.4	903.4	928.0
Employee benefits and on-costs		(289.3)	(298.5)	(305.5)	(314.6)	(323.6)	(332.5)	(342.1)	(352.4)	(362.9)	(374.6)
Other operating expenditure *		(306.5)	(319.2)	(325.3)	(335.3)	(342.7)	(356.4)	(367.1)	(378.2)	(392.3)	(400.6)
Operating Expenditure		(595.8)	(617.7)	(630.8)	(649.9)	(666.3)	(688.9)	(709.3)	(730.7)	(755.2)	(775.2)
Operating Surplus		119.1	122.1	134.0	136.0	141.3	141.2	146.8	148.7	148.2	152.8
Other Non Operating:											
Interest and investment income		34.3	28.8	21.6	15.5	11.1	9.4	7.2	5.9	4.5	3.6
Grants and contributions provided for capital purposes		95.0	83.6	67.5	86.3	64.5	61.1	66.6	76.7	74.8	75.4
Capital project related costs **		(6.2)	(6.4)	(6.6)	(6.8)	(7.0)	(7.2)	(7.4)	(7.6)	(7.9)	(8.1)
Depreciation and amortisation expense		(126.8)	(128.2)	(129.8)	(132.0)	(133.8)	(136.3)	(137.9)	(139.0)	(139.9)	(143.1)
Net Surplus/(Deficit)		115.4	100.0	86.7	99.0	76.2	68.2	75.4	84.7	79.7	80.6
Add Back:											
Depreciation and amortisation expense		126.8	128.2	129.8	132.0	133.8	136.3	137.9	139.0	139.9	143.1
Non-cash asset adjustments		(2.0)	(1.9)	(1.8)	(1.6)	(1.5)	(1.4)	(1.2)	(1.1)	(0.9)	(0.8)
Cash Surplus before Capital Expenditure		240.2	226.3	214.7	229.4	208.5	203.1	212.0	222.6	218.7	223.0
Capital Expenditure											
Capital works		(236.5)	(245.1)	(263.5)	(242.6)	(222.4)	(187.4)	(211.6)	(198.5)	(215.7)	(212.0)
Plant and asset acquisitions (net of disposals)		(18.6)	(23.1)	(25.7)	(24.0)	(24.7)	(25.5)	(26.2)	(27.0)	(27.9)	(28.7)
Capital Works (Technology and Digital Services)		(24.0)	(23.8)	(17.5)	(14.6)	(11.0)	(15.0)	(15.5)	(15.9)	(16.4)	(16.9)
Property (acquisitions) / divestments		(28.0)	(3.3)	(42.8)	0.4	7.0	(45.0)	(20.0)	(20.0)	0.0	0.0
Total Capital Expenditure		(307.1)	(295.2)	(349.4)	(280.8)	(251.1)	(272.9)	(273.3)	(261.5)	(260.0)	(257.6)
Net Receivables/Payables Movement		17.9	(0.3)	(3.8)	(32.4)	(5.7)	(5.4)	1.8	(4.2)	6.4	1.6
Cash Surplus/(Deficit)		(49.1)	(69.3)	(138.5)	(83.8)	(48.3)	(75.3)	(59.4)	(43.1)	(34.9)	(32.9)
Total Cash at Beginning of Period		747.3	698.2	628.9	490.4	406.5	358.2	283.0	223.6	180.5	145.5
Cash Surplus/(Deficit)		(49.1)	(69.3)	(138.5)	(83.8)	(48.3)	(75.3)	(59.4)	(43.1)	(34.9)	(32.9)
Total Cash at End of Period		698.2	628.9	490.4	406.5	358.2	283.0	223.6	180.5	145.5	112.6

* Value-in-kind is non-cash and hence excluded from this statement in Operating Income and Operating Expenditure categories

** This item of expenditure is included within Materials and Contracts expense on the Income Statement

Grants and sponsorship programs

The City of Sydney's Grants and sponsorship programs support initiatives and projects that strengthen the social, cultural, economic and environmental life of the city. Through this program the City of Sydney partners with communities and business to further the strategic directions of Sustainable Sydney 2030-2050 Continuing the Vision.

The Grants and sponsorship policy provides the framework for managing grants and sponsorship applications. It sets the expected outcomes of our grants and sponsorships programs and the principles that guide grantmaking at the City of Sydney.

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.

Supporting the Policy are the Grants and sponsorship guidelines which provide details about each of the grant programs including funding priorities, key dates, funding available, eligibility criteria, application processes and assessment criteria. The City's current Grants and sponsorship policy was fully reviewed in 2022 and adopted by Council on 22 August 2022.

Grant programs and proposed budgets in 2024/25

These grant programs have been approved under the current Grants and sponsorship guidelines.

Cash

- Aboriginal and Torres Strait Islander collaboration fund – \$500,000
- Community services grant – \$1,995,000
- Creative grants – \$1,600,000
- Business sector support grant – \$845,000
- Food Support Grants - \$1,500,000
- Green building grant – \$400,000
- Dixon Street Improvement grant - \$400,000
- Haymarket Activation grant - \$200,000

- Festivals and events sponsorships – \$5,515,000
- Innovation and ideas grant – \$1,175,000
- Quick response grant – \$380,000
- Affordable and diverse housing fund – \$3,000,000
- Major homelessness support – \$1,400,000

Value in Kind (VIK)

- Accommodation grant – \$9,581,000
- Creative live/work spaces grant – \$109,200
- Short term empty properties (STEP) grant – no budget required
- Venue hire support grants and sponsorship – \$1,160,000
- Street banner sponsorship – \$259,000
- Special events cleaning and related expenses – \$230,000

Summary

The table below provides a breakdown of the cash and value in kind amounts that make up the total grants budget of \$30.25M.

	2024/25 Financial year
Cash	\$18,910,000
Value in kind	\$11,339,200
TOTAL	\$30.249,200

Notes:

- Some of the proposed grant programs are open for application to for-profit organisations.
- STEP is a quick response program that provides space on a short-term arrangement when the opportunity arises. No set budget is available.
- The budget for each grant program open to for-profit organisations does not exceed 5% of the City's forecast for ordinary rates this year.

- A number of grant programs include multi-year funding arrangements. e.g. support for Sydney Festival within the Festival and events sponsorships program.
- Where the budget for one grant program is not fully expended, the underspend will be made available for transfer to other grant programs within this financial year as required.

Rates

Land Values

The Valuer General is an independent statutory officer that issues new land values to councils at least every 3 years to use for rates. All councils will use the 1 July 2022 land values for rating in the 2024/25 rating year. If a land value increases, it doesn't mean the rates on that land will rise by the same amount. Changes in rates depend on how a land value changed relative to other properties in the same rating category and how much the council can increase its overall rates income.

The Valuer General sends landowners a notice of valuation to give them a chance to consider the land value before council sets its rates. For strata scheme land values, only one land value is determined for the whole site of the strata scheme and the notice of valuation is issued to the nominated representative of the scheme. Rating values for individual strata units are a proportion of the strata scheme land value, based on unit entitlement. Ratepayers can find their land values by visiting www.valuergeneral.nsw.gov.au or contacting Valuation NSW directly.

Objections to land values can be made under the *Valuation of Land Act 1916*. Valuation NSW published "Your Guide to the Valuer General's Review Process" that can be found at https://www.valuergeneral.nsw.gov.au/publications/fact_sheets_and_brochures

Rating structure

The Independent Pricing and Regulatory Tribunal (IPART) determined that the City of Sydney could increase its general rate income by a rate peg of 5.1% for 2024/25.

The rating structure set out in the following table reflects the rates made for 2024/25:

Rating category	Minimum rate	Ad valorem rates (in the \$)	Estimated yield before rebates \$M
Residential rate – ordinary	\$668.50	0.00097404	\$98.4
Business rate – ordinary	\$855.50	0.00301020	\$76.9
Business rate – CBD	\$855.50	0.00777792	\$182.8

The rating structure has 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.

The City has determined the following residential and business categories and sub-category of rateable land for the 2024/25 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 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.

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 relevant sections of the *Local Government (General) Regulation 2021* (the Regulations).

Business rate categories:

-  Business rates - CBD
-  Business rates - Ordinary

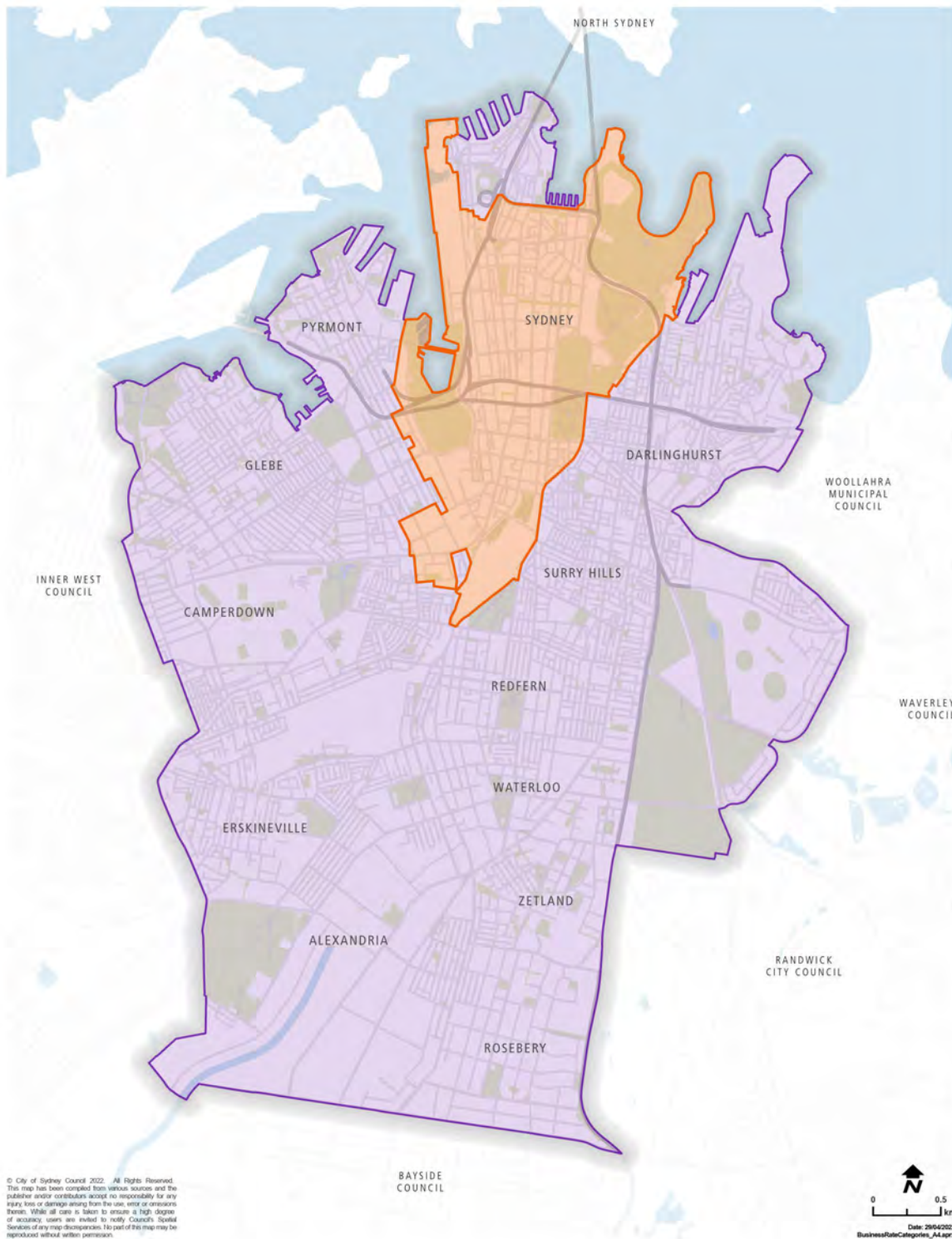


Figure 12. Business rate categories

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 the 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*.

Pensioner rebates and refunds

The City of Sydney will continue to provide a 100% rebate for eligible pensioners in 2024/25, 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.

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; and
2. the ownership of each lot noted on the certificate of title is exactly the same for each; and
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 one 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 from the next quarterly instalment due following receipt of the notice of sale and any settlement payment (subject to meeting criteria mentioned above).

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.

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 2024/25 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.

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 350m ² 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 one 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 to suit particular properties and localities mindful of efficiencies and practicalities. Where the City needs to increase the service size and/or collection frequency due to WHS concerns, the small 1 x weekly collection charge will apply.

When calculating shared services charges, compacted bins will be recognised as having twice the volume capacity of an uncompacted bin of the same size. Single dwellings that share a waste service will attract a shared service charge.

The service availability charges are described by the general waste bin (red bin) capacity available to the land as follows:

Single Service Charges

Description	Charge per residual waste bin	Estimated yield
Minimum domestic waste charge (bins smaller than 120L) collected once weekly	\$335	\$920,580
Domestic waste charge (120L bin) collected once weekly	\$509	\$9,793,160
Domestic waste charge (240L bin) collected once weekly	\$1024	\$1,448,960
Domestic waste charge (360L bin) collected once weekly	\$1533	\$27,594
Domestic waste charge (660L bin) collected once weekly	\$2557	\$25,570
Domestic waste charge (1100L bin) collected once weekly	\$4599	\$36,792

Individual requests for amendments to annual domestic waste charges can only apply from the current financial year.

The domestic waste management service charge covers:

- The administration, collection, transport, processing and treatment of residential waste and recycling (including general waste, recycling, organics and bulky waste)
- Residential education programs and recycling drop-off services
- The landfill tipping fee and the NSW Government landfill levy

Multiple Dwelling Shared Service Charges

Description	Charge per dwelling	Estimated yield
Small domestic waste charge (<81L garbage waste per dwelling per week) 1 x weekly collection	\$335	\$2,961,400
Small domestic waste charge (<81L garbage waste per dwelling per week) 2 x weekly collections	\$386	\$5,749,084
Small domestic waste charge (<81L garbage waste per dwelling per week) 3 x weekly collections	\$426	\$428,982
Standard domestic waste charge (between 81 – 160L garbage waste per dwelling per week) 1 x weekly collection	\$509	\$1,972,375
Standard domestic waste charge (between 81 – 160L garbage waste per dwelling per week), 2 x weekly collections	\$552	\$20,315,808
Standard domestic waste charge (between 81 – 160L garbage waste per dwelling per week), 3 x weekly collections	\$608	\$9,079,264
Large domestic waste charge (between 161 – 240L garbage waste per dwelling per week) 1 x weekly collection	\$799	\$43,146
Large domestic waste charge (between 161 – 240L garbage waste per dwelling per week), 2 x weekly collections	\$844	\$2,851,876
Large domestic waste charge (between 161 – 240L garbage waste per dwelling per week), 3 x weekly collections	\$912	\$2,347,488
Extra large domestic waste charge (>240L garbage waste per dwelling per week), 1 x weekly collection	\$1,024	\$47,104
Extra large domestic waste charge (>240L garbage waste per dwelling per week), 2 x weekly collections	\$1,069	\$1,413,218
Extra large domestic waste charge (>240L garbage waste per dwelling per week), 3 x weekly collections	\$1,115	\$1,795,150
Domestic waste charge, 7 day service area	\$544	\$5,263,200

Total estimated domestic waste yield \$66.5 million before applying pensioner rebates.

Fees and charges

Pricing methodology

Council will charge a range of fees in the 2024/25 financial year, as detailed within the Schedule of Fees and Charges section of this Plan.

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 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; 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:

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 City of Sydney 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 of Sydney 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.

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; and
- 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.

In addition to the specific categories determined by Council, as defined above, Council has temporarily waived fees and charges related to Outdoor Dining approvals in recent years.

Since the start of the Covid-19 pandemic, the City has played an important role in supporting the community and the economy through actions such as grants, programs and fee waivers.

As part of its support of economic recovery following the Covid-19 pandemic, the City extended the initial waiving of fees and charges related to Outdoor Dining approvals:

- on 21 November 2022, Council resolved to waive rental and other fees for the use of footway and roadway areas for outdoor dining until 30 June 2025.
- on 13 March 2023, Council resolved to waive fees and other charges for the temporary use of road space for existing on-street Outdoor Dining approvals until 31 December 2024. The 2024/25 budget includes an extension of this waiver to 30 June 2025.

For the 2024/25 financial year, these fees are shown as a zero fee in the Schedule of Fees and Charges attached to the Statement of Revenue Policy. Council anticipates reintroducing fees and charges related to Outdoor Dining approvals in future years. Had these fees not been waived, the fees that would have applied are summarised in the tables following.

Rental and other fees for use of footway and roadway areas (outdoor dining)

Description	Pricing code	Unit of measure	\$ Fee	GST
Zone 1 – Circular Quay, City Centre	Market	per m2/annum	750.00	0%
Zone 1A – Darlinghurst; Woolloomooloo; South Sydney (East)	Market	per m2/annum	365.00	0%
Zone 2 – Pyrmont; Ultimo; Chippendale; King Street, Newtown; and Glebe Point Road	Market	per m2/annum	270.00	0%
Zone 3 – South Sydney (South)	Market	per m2/annum	215.00	0%
Zone 4 – Glebe; Forest Lodge	Market	per m2/annum	160.00	0%
Zone 5 – Regent Street and Redfern Street, Redfern	Market	per m2/annum	190.00	0%
Zone 6 – Darlinghurst Road and William Street	Market	per m2/annum	280.00	0%
Zone 6A – Oxford Street	Market	per m2/annum	275.00	0%
Zone 7 – Various CBD Laneways	Market	per m2/annum	160.00	0%
Administration fee	Partial Cost	per application	360.00	0%
Security deposit – \$500.00 or 3 months licence fee, whichever is the greater	Security Deposit	per licence	Fee	0%
Extension of an existing approved Footway and Roadway Usage Area, for a trial period. <i>The extension must be granted by a Resolution of Council, and may be for a trial period of up to 12 months.</i> Fee includes assessment, notification, and administration fees, and footway and roadway usage rental (for extended area only).	Zero	per application	0.00	0%

Hire of infrastructure - for outdoor dining roadway usage (outdoor dining)

Description	Pricing code	Unit of measure	\$ fee	GST
Outdoor Dining Roadway Usage - Concrete Barrier Hire and Maintenance	Partial Cost	as specified in approval	Fee + GST	10%

Planning Assessments – application and other fees for footway and roadway usage (outdoor dining)

Description	Pricing code	Unit of measure	\$ fee	GST
Assessment for Footway and Roadway Usage – Fee	Partial Cost	per application	310.00	0%
Notification for Footway and Roadway Usage – Fee	Partial Cost	per application	155.00	0%
Extension of an existing approved Footway and Roadway Usage Area, for a trial period. <i>The extension must be granted by a Resolution of Council, and may be for a trial period of up to 12 months.</i>	Zero	per application	0.00	0%
Fee includes assessment, notification, and administration fees, and footway and roadway usage rental (for extended area only).				

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SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
PLANNING ASSESSMENTS				
<i>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</i>				
DEVELOPMENT APPLICATIONS				
Scale Fee - based on Estimated Cost of Work (Item 2.1)				
Up to \$5,000				
Fee	Legislative	per application	144.00	0%
\$5,001 - \$50,000				
Fee	Legislative	per application	220.00	0%
Additional Charge	Legislative	per \$1k	3.00	0%
\$50,001 - \$250,000				
Fee	Legislative	per application	427.00	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	1,349.00	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	1,952.00	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	2,764.00	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	14,267.00	0%
PlanFirst Fee	Legislative	per application	6,400.00	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 & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
PLANNING ASSESSMENTS				
<i>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</i>				
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)				
<i>Note: Fee must not exceed DA Scale Fee</i>				
Fee				
Fee	Legislative	per application	592.00	0%
PlanFirst Fee				
Applications under \$50,000	Legislative	per \$1k	-	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%
PlanFirst 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)				
<i>Use the greater of the DA Scale Fee or the fee below:</i>				
Fee	Legislative	per application	371.00	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	371.00	0%
(e) Application for Signage Strategy				
Fee	Legislative	per application	500.00	0%
(f) Designated Development Item 3.3				
<i>(Same as DA scale fee above, plus additional fee)</i>				
Additional Fee	Legislative	per application	1,198.00	0%
(g) Subdivision of Land (Items 2.5 and 2.6)				
<i>Note: if two or more fees are payable, the fee is a total of those fees</i>				
Land Subdivision				
Base Fee	Legislative	per application	430.00	0%
Additional Charge	Legislative	per new lot	53.00	0%
Strata Subdivision				
Base Fee	Legislative	per application	430.00	0%
Additional Charge	Legislative	per new lot	65.00	0%
(h) State Significant Development (SSD)				
<i>Applicable to the assessment of State Significant Development applications delegated from the Department of Planning, Industry and Environment.</i>				
Fee	Legislative	per application	Fee	0%
<i>Fees are calculated in accordance with Part 15, Division 1AA of the Environmental Planning & Assessment Regulation 2000 - Fees for State significant development and State significant infrastructure.</i>				

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
PLANNING ASSESSMENTS				
<i>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</i>				
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)				
50% of the fee that was payable in respect of the application that is the subject of review	Legislative	per application	Fee	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	247.00	0%
(c) Any other application (item 7.3)				
<i>Estimated Cost:</i>				
Up to \$5,000				
Fee	Legislative	per application	71.00	0%
\$5,001 to \$250,000				
Fee	Legislative	per application	111.00	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	651.00	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	927.00	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	1,285.00	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	6,167.00	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	71.00	0%
(b) If the estimated cost of the development is between \$100,000 and \$1M	Legislative	per application	195.00	0%
(c) If the estimated cost of the development is more than \$1M	Legislative	per application	325.00	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	650.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
PLANNING ASSESSMENTS				
<i>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</i>				
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	92.00	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 \$839.00	Legislative	per application	Fee	0%
S4.55 (1A) - (Change to Plan of Management) (Item 4.2)				
<i>Note: Applies to small retail premises, or licensed premises with a capacity of 120 persons or less</i>				
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)				
<i>Note: Fees for section 4.55 modifications are based on the original application for which consent was given</i>				
(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	247.00	0%
(d) Application - extension of hours only (Item 4.2)				
<i>Note: Applies to small retail premises, or licensed premises with a capacity of 120 persons or less</i>				
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)				
<i>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)</i>				
Fee = 50% of original application fee, up to a maximum fee of \$360.00	Legislative	per application	Fee	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
PLANNING ASSESSMENTS				
<i>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</i>				
<u>MODIFICATION OF DA - EP&A Act 1979 - sections 4.55(2) and 4.56(1)</u>				
<i>Note: Fees for section 4.55 modifications are based on the original application for which consent was given</i>				
(f) All other cases (Item 4.5)				
Estimated Cost:				
Up to \$5,000				
Fee	Legislative	per application	71.00	0%
\$5,001 to \$250,000				
Fee	Legislative	per application	110.00	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	651.00	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	927.00	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	1,285.00	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	6,167.00	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)				
(a) all applications required to be notified by letter only	Legislative	per application	650.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>PLANNING ASSESSMENTS</u>				
<i>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</i>				
<u>EXTENSION OF EXPIRING CONSENTS - under the EP&A Act 1979 - (section 4.54)</u>				
Fee	Full Cost	per application	258.00	0%
<u>DEVELOPMENT PLANS & STAGED DEVELOPMENT APPLICATIONS</u>				
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%
<i>The total combined fees payable for staged development applications must equal the fee payable as if a single application was required.</i>				
<u>INTEGRATED DEVELOPMENT OR DEVELOPMENT REQUIRING CONCURRENCE UNDER THE EP&A ACT 1979</u>				
<i>Note: a Development can be Integrated as well as Required Concurrence</i>				
Fee to Concurrence Authority (paid via NSW Planning Portal) (Item 3.2)				
Fee	Legislative	per authority	416.00	0%
Additional fee to Council (Item 3.1)				
Fee	Legislative	per application	183.00	0%
Additional fee for each Approved Body (paid via NSW Planning Portal) (Item 3.1)				
Fee	Legislative	per application	416.00	0%
<u>ADVERTISING/NOTIFICATION FEES FOR DEVELOPMENT APPLICATIONS & RE-NOTIFICATION OF AMENDED DEVELOPMENT APPLICATIONS</u>				
Notification Fee (Item 3.8 and 4.6)				
(a) Applications notified by letter only	Partial Cost	per application	650.00	0%
(b) Application for Outdoor Dining	Partial Cost	per application	155.00	0%
Designated Development (Item 3.5)				
Fee	Legislative	per application	2,890.00	0%
Advertising of Integrated Development (Item 3.6 and 4.6)				
Fee	Legislative	per application	650.00	0%
Advertising of Development Plan/Stage 1 DA (Item 4.6)				
Fee	Legislative	per application	650.00	0%
Notification or Advertising of Development Applications over \$10 million (Item 3.8)				
Fee	Legislative	per application	1,239.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>PLANNING ASSESSMENTS</u>				
<i>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</i>				
<u>AMENDED PLANS - MODIFICATION TO APPLICATION PRIOR TO DETERMINATION</u>				
Amendment - 50% of the original DA fee	Partial Cost	per application	Fee	0%
<u>DEVELOPMENT APPLICATION EXEMPTION</u>				
Heritage Works				
Works to Single Dwelling	Partial Cost	per application	150.00	0%
Other	Partial Cost	per application	320.00	0%
<u>STRATA TITLE SUBDIVISION (Strata Schemes Acts)</u>				
Application fee				
<i>plus additional fee</i>				
Fee	Market	per application	700.00	10%
Additional fee per proposed lot				
1-10 lots	Market	per lot	700.00	10%
11-50 lots (fee per lot, plus total fee for 10 lots)	Market	per lot	550.00	10%
More than 50 lots (fee per lot, plus total fee for 50 lots)	Market	per lot	275.00	10%
Certificate of Conversion				
Fee	Market	per application	600.00	10%
Termination of Strata Scheme				
Fee	Market	per application	900.00	10%
Re-execution of Strata Plan				
Fee - minimum fee (five sheets): \$625.00	Market	per sheet	125.00	0%
Execution of Section 88B Instruments and Dealing forms				
Section 88B Instrument approval	Market	per application	450.00	0%
<u>LAND SUBDIVISION CERTIFICATE - EP&A Act 1979</u>				
Land Subdivision - Conventional Torrens Title Subdivision				
Application Fee, plus additional fee	Market	per application	750.00	0%
Additional fee - based on number of proposed lots	Market	per lot	750.00	0%
Land Subdivision - Land Dedication to Council Only				
Fee	Market	per application	500.00	0%
Re-execution of Subdivision Plan				
Fee - Minimum Fee (five sheets): \$625.00	Market	per sheet	125.00	0%
Stratum Land Subdivision				
Application fee	Market	per application	750.00	0%
Re-issue of Plan	Market	per sheet	1,000.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>PLANNING ASSESSMENTS</u>				
<i>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</i>				
<u>DEVELOPMENT LEVIES</u>				
As per contributions plans adopted by Council				
<i>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.</i>				
Fee	Full Cost	Per Plan	Fee	0%
<u>CERTIFICATES UNDER SECTION 88G of the CONVEYANCING ACT 1919</u>				
S88G Certificate				
Fee	Legislative	per certificate	10.00	0%
S88G Certificate (requiring inspection)				
Fee	Legislative	per certificate	35.00	0%
<u>DEVELOPMENT APPLICATION REGISTER - under EP&A Act, 1979 (section 4.58)</u>				
Viewing				
Fee	Zero	per viewing	-	0%
<u>DEVELOPMENT APPLICATION 3D CAD MODELLING FEES</u>				
Development applications requiring 3D models				
3D Modelling Fee	Partial Cost	per application	1,345.00	0%
<u>ACCESS TO CITY MODEL</u>				
Access to City Model for commercial photography				
Fee	Full Cost	per hr or part	120.00	0%
<u>APPLICATION FOR FOOTWAY AND ROADWAY USAGE (OUTDOOR DINING)</u>				
Assessment for Footway and Roadway Usage				
Fee	Zero	per application	-	0%
Notification for Footway and Roadway Usage				
Fee	Zero	per application	-	0%
Extension of an existing approved Footway and Roadway Usage Area, for a trial period.				
<i>The extension must be granted by a Resolution of Council, and may be for a trial period of up to 12 months.</i>				
Fee includes assessment, notification, administration fees, and footway and roadway usage rental (for extended area only).	Zero	per application	-	0%
<u>DEVELOPMENT-RELATED CONSULTATION</u>				
DA Related Professional Advice, Research & Analysis				
Consultation - per Council Officer	Full Cost	per hr or part	243.00	10%
Design Advisory Panel				
Pre-Lodgement Consultation with Design Advisory Panel Residential Subcommittee	Market	per application	1,115.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
PLANNING ASSESSMENTS				
<i>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</i>				
ASSESSMENT FEES FOR APPLICATIONS FOR WORKS UNDER SECTION 60 OF THE NSW HERITAGE ACT 1977				
<i>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</i>				
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	1,000.00	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	1,500.00	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	2,500.00	0%
Additional Charge over \$5M	Legislative	per \$100k or part thereof	10.00	0%
More than \$10,000,000				
Fee	Legislative	per application	3,000.00	0%
Additional Charge over \$10M	Legislative	per \$100k or part thereof	10.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>PLANNING SUPPORT</u>				
<u>CERTIFICATE FEES</u>				
Section 10.7(2) - EP&A Act 1979				
Fee	Legislative	per certificate	67.00	0%
Section 10.7(2) and (5) - EP&A Act 1979				
Fee	Legislative	per certificate	168.00	0%
Additional fee for 24 hr production <i>available through Town Hall House only</i>				
Fee	Full Cost	per certificate	156.00	0%
Copy of S10.7 Certificate				
Fee	Legislative	per certificate	22.00	0%
Certificate as to orders (former s121ZP EP&A Act 1979, s735A LGA Act 1993)				
Fee	Partial Cost	per certificate	170.00	0%
<u>DEVELOPMENT APPLICATIONS & CONSTRUCTION CERTIFICATES REGISTERS</u>				
Hardcopy/Printout				
Current Year - monthly issue	Full Cost	per issue	64.00	0%
Current Year - 26 fortnightly issues (annual subscription)	Full Cost	annual	458.00	0%
<u>PLANNING AGREEMENTS</u>				
<u>VOLUNTARY PLANNING AGREEMENTS</u>				
Administration Costs Reimbursement				
Reimbursement of costs associated with the preparation and execution of a Planning Agreement	Partial Cost	per agreement	910.00	0%
Reimbursement of costs associated with the preparation and execution of a Deed of Variation of a Planning Agreement	Partial Cost	per agreement	455.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>STRATEGIC PLANNING</u>				
<u>HERITAGE FLOOR SPACE</u>				
Registration of Heritage Floor Space (including final inspection)				
Fee	Partial Cost	per transaction	845.00	0%
Transaction (change of owner/sale)				
Fee	Full Cost	per transaction	515.00	0%
Heritage Floor Space Application				
<i>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</i>				
Application Fee	Partial Cost	per application	12,700.00	0%
<u>REQUEST TO PREPARE A PLANNING PROPOSAL</u>				
Major Application				
Fee	Partial Cost	each	168,000.00	0%
Minor Application				
Fee	Partial Cost	each	21,000.00	0%
<u>PLANNING CONTROLS</u>				
Reports, Studies and Reviews				
Miscellaneous Reports, Studies and Reviews	Partial Cost	each	40.00	0%
Sydney LEP & DCP				
<i>Sydney LEP and Sydney DCP 2012 documents are available for sale to ratepayers at a 50% discount</i>				
Sydney LEP 2012	Partial Cost	each	245.00	0%
Sydney DCP 2012	Partial Cost	each	455.00	0%
Both Sydney LEP 2012 and Sydney DCP 2012	Partial Cost	each	650.00	0%
Sydney LEP 2012 (without maps)	Partial Cost	each	51.00	0%
Sydney DCP 2012 (without maps)	Partial Cost	each	260.00	0%
Sydney LEP 2012 or Sydney DCP 2012 - A3 Maps	Partial Cost	per map	195.00	0%
All Other LEPs (text), Draft LEPs, DCPs, Miscellaneous Planning Codes, Policies etc.				
Fee	Market	each	39.00	0%
<u>PUBLICATIONS AND INFORMATION</u>				
Certified Copy of Document				
Map or Plan (s10.8(2), EP&A Act 1979)	Legislative	each	66.50	0%
Individual Colour Zoning or Other Maps				
A3 size (on application)	Market	per map	26.00	0%
A1 size (on application)	Market	per map	51.50	0%
<u>POLICY DOCUMENTS</u>				
City of Sydney Development Contributions Plan 2015, Central Sydney Development Contributions Plan 2020, or Central Sydney Development Contributions Plan 2013.				
Fee	Partial Cost	each	36.00	0%
Other Contributions Plans				
Fee	Partial Cost	each	36.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
URBAN ANALYTICS				
ECONOMIC DEVELOPMENT				
Data Requests (Information from existing databases)				
Viewing	Zero	per page	-	0%
Photocopying - A4 copies	Market	per page	2.00	0%
City of Sydney Floor Space and Employment Census				
Summary (printout)	Partial Cost	each	71.00	0%
Summary (Discount rate for residents, pensioners and students)	Partial Cost	each	37.00	0%
Standard Reports	Partial Cost	each	31.00	0%
Standard Reports (Discount rate for residents, pensioners and students)	Partial Cost	each	15.50	0%
Customised Reports				
<i>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.</i>				
Preparation Time				
Customised Reports (per hour of preparation time)	Market	per hour	208.50	0%
Customised Reports (Discount rate for residents, pensioners and students)	Market	per hour	69.00	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	13,400.00	0%
Per record - over 2,000 records, up to 12,000 records	Market	per record	2.65	0%
More than 12,000 records (5 Fields)				
Fee plus	Market	per application	40,250.00	0%
Per record - over 12,000 records	Market	per record	0.50	0%
Data Mapping				
Data Mapping	Market	each	61.50	0%
City Business Workshops				
<i>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</i>				
Ticket Fee	Market	per person	0.00 - 100.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
BUILDING				
BUILDING INFORMATION CERTIFICATES - EP&A ACT 1979				
<i>Note: includes initial inspection</i>				
s6.26 - Class I and X Buildings				
Fee	Partial Cost	per dwelling	250.00	0%
Additional Inspection Fee (capped at 1 inspection fee)	Partial Cost	per application	90.00	0%
s6.26 - Other Classes				
Less than 200 m2 floor area	Partial Cost	per application	250.00	0%
Additional Inspection Fee (capped at 1 inspection fee)	Partial Cost	per application	90.00	0%
Greater than 200 m2, and up to 2,000 m2 floor area				
Fee	Partial Cost	per application	250.00	0%
Additional charge over 200 m2	Partial Cost	per m2	0.50	0%
Additional Inspection Fee (capped at 1 inspection fee)	Partial Cost	per application	90.00	0%
Greater than 2,000 m2 floor area				
Fee	Partial Cost	per application	1,165.00	0%
Additional charge over 2,000 m2	Partial Cost	per m2	0.07	0%
Additional Inspection Fee (capped at 1 inspection fee)	Market	per application	90.00	0%
Part of Building Only				
With external wall only involving more than 1 building inspection	Partial Cost	per application	250.00	0%
Additional Inspection Fee (capped at 1 inspection fee)	Partial Cost	per application	90.00	0%
Where a Building Information Certificate application involves Unauthorised Works (not exceeding application fee for a DA and CC)				
<i>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).</i>				
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 & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>BUILDING</u>				
<u>CONSTRUCTION CERTIFICATE OR COMPLYING DEVELOPMENT CERTIFICATE - under the EP&A Act 1979</u>				
Class 1a & 1b Residential Buildings				
Cost of Work				
Up to \$5,000	Market	per application	676.00	10%
\$5,000 to \$10,000	Market	per application	800.00	10%
\$10,000 to \$100,000	Market	per application	1,074.00	10%
\$100,000 to \$250,000	Market	per application	1,896.00	10%
Exceeding \$250,000				
Base Fee plus	Market	per application	1,896.00	10%
Additional fee for amounts greater than \$250,000	Market	per \$1k	3.86	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	1,074.00	10%
\$10,001 - \$100,000				
Fee	Market	per application	1,074.00	10%
Additional charge over \$10,000	Market	per \$1k	9.13	10%
\$100,001 to \$500,000				
Fee	Market	per application	1,954.00	10%
Additional charge over \$100,000	Market	per \$1k	5.17	10%
\$500,001 to \$1,000,000				
Fee	Market	per application	4,097.00	10%
Additional charge over \$500,000	Market	per \$1k	3.84	10%
Exceeding \$1,000,000				
Fee	Market	per application	6,067.00	10%
Additional charge over \$1M	Market	per \$1k	2.69	10%
 Class 2, 3 & 9c Buildings in which the Design & Building Practitioner Act applies for the assessment of building elements				
<i>A building element includes: fire safety systems (including passive fire), waterproofing, building structure, building enclosure, and other building services, as required by the BCA.</i>				
Assessment Fee - Building Element	Market	per element	508.00	10%
 Construction Certificates with Performance Solution Assessment in excess of 3 Hours				
<i>Applications which require referral to Fire and Rescue NSW (FRNSW) will incur an administration fee and a FRNSW fee.</i>				
Fee	Market	per hour	254.00	10%
Administration Fee - Referral to FRNSW	Market	per application	173.00	10%
 Assessment of Unauthorised Works outside scope of development application and construction certificate				
Fee	Market	per hour	254.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>BUILDING</u>				
<u>CONSTRUCTION CERTIFICATE OR COMPLYING DEVELOPMENT CERTIFICATE - under the EP&A Act 1979</u>				
Class 10a & 10b Buildings (associated with Class 1 dwellings only)				
Cost of Work				
Up to \$10,000	Market	per application	687.00	10%
\$10,001 to \$100,000	Market	per application	805.00	10%
Exceeding \$100,000	Market	per application	1,074.00	10%
Construction Certificate or Complying Development Certificate - Sustainable Installations				
<i>Applications exclusively for sustainable installations less than \$2 million (e.g. rainwater tanks, solar panels, greywater treatment systems)</i>				
Fee (Council Fees Waived)	Zero	per application	-	0%
Consultancy Services				
BCA Reports Consultancy Fee - review prior to DA Submission / Building Code of Australia (BCA) upgrade reports or where applications are required to be reviewed before determining an application for an occupation certificate	Market	per hour	254.00	10%
Other Building Related Consultancies - includes where older applications are required to be reviewed or there are unforeseen additional consultancy contingency fees and charges outside Principal Certifier functions	Market	per inspection	392.00	10%
Partial Assessment Consultancy Fee	Partial Cost	per hour	254.00	10%
<u>AMENDMENT TO CONSTRUCTION CERTIFICATE OR COMPLYING DEVELOPMENT CERTIFICATE - under the EP&A Act 1979</u>				
Where additional cost of amended works				
Up to \$10,000				
Fee	Market	per application	616.00	10%
\$10,001 to \$100,000				
Fee	Market	per application	616.00	10%
Additional charge over \$10,000	Market	per \$1k	9.12	10%
\$100,001 to \$500,000				
Fee	Market	per application	1,456.00	10%
Additional charge over \$100,000	Market	per \$1k	5.18	10%
\$500,001 to \$1,000,000				
Fee	Market	per application	3,624.00	10%
Additional charge over \$500,000	Market	per \$1k	3.84	10%
Exceeding \$1,000,000				
Fee	Market	per application	5,600.00	10%
Additional charge over \$1,000,000	Market	per \$1k	2.69	10%
Where additional cost of amended works cannot be established				
Fee	Market	per application	616.00	10%
Additional fee where assessment is in excess of 2 hours	Market	per hour	254.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>BUILDING</u>				
<u>ADVERTISING/NOTIFICATION FEES FOR COMPLYING DEVELOPMENT APPLICATIONS</u>				
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	318.00	10%
<u>FEES FOR COUNCIL ACTING AS PRINCIPAL CERTIFIER - EP&A ACT 1979</u>				
Where Construction Certificate/ Complying Development Certificate issued by Council				
Inspection fees				
Residential Dwellings (Class 1a & 1b)	Market	per inspection	268.00	10%
Mandatory Inspection prior to issuing of CC or CDC (Existing Buildings Class 1a & 1b)	Market	per inspection	268.00	10%
Class 10 & 10b Buildings & Signs	Market	per inspection	268.00	10%
Class 2-9 Buildings	Market	per inspection	397.00	10%
Class 5 & 6 Inspections - Food Shops	Market	per inspection	397.00	10%
Mandatory Inspection prior to issuing of CC or CDC (Existing Buildings Class 2-9)	Market	per inspection	397.00	10%
Application for Occupation Certificate				
<i>Based on cost of works</i>				
Occupation Certificate				
Up to \$100,000	Market	per application	274.00	10%
Between \$100,000 and \$500,000	Market	per application	784.00	10%
Greater than \$500,000	Market	per application	1,557.00	10%
Final Inspection Development Consent where no Construction Certificate or Complying Development Certificate has been issued, including change of use				
Assessment Fee - Review DA File	Market	per hour	254.00	0%
Residential Dwellings (Class 1a & 1b)	Market	per inspection	268.00	10%
Class 2-9 Buildings	Market	per inspection	397.00	10%
Premium Inspection Fee				
Over and above the mandatory requirements	Market	per inspection	397.00	10%
Inspection of Unauthorised Works outside scope of DA & CC (Classes 1 & 10)	Market	per inspection	268.00	10%
Inspection of Unauthorised Works outside scope of DA & CC (Class 2-9)	Market	per inspection	397.00	10%
Re-inspection due to work incomplete				
Fee	Market	per inspection	397.00	10%
Multiple Unit Inspection Fee (in addition to critical stage inspections)				
6 items or more	Partial Cost	per item	69.26	10%
Less than 6 items	Partial Cost	per hr or part	397.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>BUILDING</u>				
<u>FEES FOR COUNCIL ACTING AS PRINCIPAL CERTIFIER - EP&A ACT 1979</u>				
Appointment of Principal Certifier where Construction Certificate / Complying Development Certificate issued by Private Certifier				
Review of Construction Certificate				
Fee	Market	per hour	254.00	0%
Inspection Fees				
Residential Dwellings - Class 1a & 1b	Market	per inspection	365.00	10%
Residential Dwellings - Class 10 & 10b Buildings & Signs	Market	per inspection	365.00	10%
Class 2-9 Buildings	Market	per inspection	435.00	10%
<u>REGISTRATION OF PRIVATELY CERTIFIED CONSTRUCTION / COMPLYING DEVELOPMENT / OCCUPATION / SUBDIVISION CERTIFICATES</u>				
Registration Fee				
Fee	Legislative	per certificate	39.00	0%
<u>ACTIVITIES REQUIRING APPROVAL OF COUNCIL - under section 68 of the LGA Act 1993</u>				
S68D (1-6) Community Land or Temporary Structures erected on land under the control of Council				
Assessment Fee	Market	per approval	409.00	0%
Additional fee where assessment is in excess of 2 hours	Market	per hour	254.00	0%
Inspection Fee (minimal structures 1-3)	Market	per inspection	386.00	0%
Inspection Fee (moderate structures 4-6)	Market	per inspection	768.00	0%
Inspection Fee (multiple structures greater than 6)	Market	per inspection	1,149.00	0%
S68E (1-2) Public Roads - items placed on, in or above a public road				
Assessment Fee	Market	per application	408.00	0%
Additional fee where assessment is in excess of 2 hours	Market	per hour	254.00	0%
Inspection Fee	Market	per inspection	386.00	0%
S68F(5) - Install or Operate Amusement Devices				
Commercial Organisations				
Application Fee, up to maximum fee	Market	per amusement device	358.00	0%
Maximum fee	Market	per application	1,218.00	0%
Inspection Fee	Market	per inspection	386.00	0%
Non-Profit Organisations				
Application Fee, up to maximum fee	Market	per amusement device	187.00	0%
Maximum fee	Market	per application	425.00	0%
Inspection Fee	Market	per inspection	205.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>BUILDING</u>				
<u>ACTIVITIES REQUIRING APPROVAL OF COUNCIL - S68 LGA 1993</u>				
S68C(6) - Approval for Installation of On Site Sewer Management Systems				
Infrastructure Cost				
Not exceeding \$10,000	Market	per application	348.00	0%
\$10,000 to \$100,000	Market	per application	480.00	0%
\$100,000 to \$500,000	Market	per application	900.00	0%
\$500,000 to \$1,000,000	Market	per application	2,150.00	0%
Exceeding \$1,000,000	Market	per application	3,400.00	0%
S68C(6) - Approval to Operate On Site Sewer Management Systems				
Additional Cost of Work				
Not Exceeding \$10,000	Market	per application	278.00	0%
\$10,000 to \$100,000	Market	per application	345.00	0%
\$100,000 to \$500,000	Market	per application	760.00	0%
\$500,000 to \$1,000,000	Market	per application	1,925.00	0%
Exceeding \$1,000,000	Market	per application	3,240.00	0%
S68C(6) - On Site Sewer Management Systems - Amended Applications				
Infrastructure Cost less than \$100,000 (Minor Amendment)	Market	per application	137.00	0%
Infrastructure Cost less than \$100,000 (Major Amendment)	Market	per application	345.00	0%
Infrastructure Cost between \$100,000 and \$500,000 (Minor Amendment)	Market	per application	204.00	0%
Infrastructure Cost between \$100,000 and \$500,000 (Major Amendment)	Market	per application	415.00	0%
Infrastructure Cost between \$500,000 and \$1,000,000 (Minor Amendment)	Market	per application	345.00	0%
Infrastructure Cost between \$500,000 and \$1,000,000 (Major Amendment)	Market	per application	480.00	0%
Infrastructure Cost greater than \$1,000,000 (Minor Amendment)	Market	per application	480.00	0%
Infrastructure Cost greater than \$1,000,000 (Major Amendment)	Market	per application	630.00	0%
Inspection Fee (fee for service)	Market	per hour	120.00	0%
<u>AMENDMENTS TO APPROVALS ISSUED UNDER S68 LGA 1993</u>				
Assessment Fee	Market	per assessment	408.00	0%
Additional fee where assessment is in excess of 2 hours	Market	per hour	254.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>BUILDING</u>				
<u>COMPLIANCE COSTS - MONITORING OF ORDER AND COMPLIANCE</u>				
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	64.00	10%
Cost Compliance Referral fee	Partial Cost	per referral	190.00	10%
Cost Compliance (Notice of Intention) fee	Partial Cost	per notice	127.00	10%
Cost Compliance (Order) fee	Partial Cost	per order	64.00	10%
<u>OTHER CERTIFICATES</u>				
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%
<u>RECORD SEARCH AND INFORMATION REQUESTS</u>				
Building Information Certificate				
Copy of existing certificate	Partial Cost	per document	14.00	0%
Flood Planning				
Provision of Flood Study Numerical Model	Market	per application	236.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
REGULATORY				
INSPECTION FEES				
<i>Note: Minimum inspection time of half an hour. Additional time is charged on a pro-rata basis</i>				
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 the result is non-compliant or takes > 10 minutes, and subsequent Improvement notice re-inspections after initial re-inspection	Partial Cost	per inspection	200.00	0%
Sex Industry Premises				
Fee	Partial Cost	per inspection	200.00	0%
Places of Shared Accommodation				
Fee	Partial Cost	per inspection	200.00	0%
Places of Shared Accommodation - operated by registered charities				
Fee	Zero	per inspection	-	0%
Boarding House Act Inspection				
Fee	Partial Cost	per inspection	350.00	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 inspection	240.00	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 inspection	-	0%
Reinspection Fee (fixed, mobile and temporary premises) - which result in non-compliance, or inspection takes > 10 minutes. Includes reinspection of initial inspection, subsequent Improvement Notice reinspections after initial reinspection, prohibition order	Partial Cost	per inspection	200.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
REGULATORY				
INSPECTION FEES				
Temporary Food Administration Fee				
<i>(fee based on one initial inspection of each registered temporary food premises within any financial year)</i>				
Standard Administration Fee				
<i>Note: this fee is based on one initial inspection of each registered temporary food premises within any financial year.</i>				
Temporary Food Premise - High Risk	Partial Cost	per stall	243.00	0%
Temporary Food Premise - Low Risk	Partial Cost	per stall	175.00	0%
Charitable/Not for Profit	Zero	per stall	-	0%
Administration Fee -				
Late Submission of Temporary Food Application				
<i>Note: temporary food applications are required 10 working days before the event.</i>				
<i>If the application is not received in time, this fee will apply.</i>				
Fee - up to 3 temporary food event stalls	Partial Cost	per application	265.00	0%
Fee - more than 3 but not more than 7 temporary food event stalls	Partial Cost	per application	707.00	0%
Fee - more than 7 but not more than 20 temporary food event stalls	Partial Cost	per application	1,769.00	0%
Fee - more than 20 temporary food event stalls	Partial Cost	per application	2,000.00	0%
Sampling of Food Premises for Bacteriological Analysis				
Fee	Partial Cost	per sample	120.00	0%
Swimming/Spa Pools inspection (inspection includes chemical test of water)				
Fee	Partial Cost	per half hour	140.00	0%
Sampling of Pool Water for Bacteriological Analysis				
Fee	Partial Cost	per sample	120.00	0%
Food Administration Fee				
<i>Fee includes one inspection</i>				
Up to and including 5 food handlers	Legislative	per premises	390.00	0%
Up to and including 5 food handlers (5 star Scores on Doors business)	Legislative	per premises	263.00	0%
Up to and including 5 food handlers (low risk handlers)	Legislative	per premises	92.00	0%
More than 5 but not more than 50 food handlers	Legislative	per premises	800.00	0%
More than 5 but not more than 50 food handlers (5 star Scores on Doors business)	Legislative	per premises	498.00	0%
More than 50 food handlers	Legislative	per premises	2,188.00	0%
More than 50 food handlers (5 star Scores on Doors business)	Legislative	per premises	1,497.00	0%
Charitable/Not for Profit	Zero	per premises	-	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
REGULATORY				
INSPECTION FEES				
Environmental Auditing/Inspection Fee				
<i>(includes audit inspections of underground petroleum storage tanks)</i>				
Fee	Full Cost	per inspection	243.00	0%
Water Cooling, Evaporative Cooling and Warm Water Systems				
Cooling Water System Sampling Fee	Partial Cost	per sample	120.00	0%
Inspection fee - cooling water system	Partial Cost	per inspection, per cooling water system	300.00	0%
Audit Certificate Submission fee	Full Cost	per certificate	112.00	0%
Risk Management Plan Certificates Submission Fee	Full Cost	per certificate	112.00	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 premises)				
Short Term Event				
Commercial	Full Cost	per stall	103.50	0%
Community	Zero	per stall	-	0%
Charitable/Not for Profit	Zero	per stall	-	0%
Administration Fee - Late Submission of Skin Penetration Applications <i>Note: applications are required 10 working days before the event. If the application is not received in time, an administration fee will apply, based on the number of stalls per event application</i>				
Administration Fee	Partial Cost	per stall, per event application	90.00	0%
PUBLIC HEALTH ACT NOTIFICATIONS				
Skin Penetration Premises				
<i>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.</i>				
Fee	Legislative	per notification	105.00	0%
Water Cooling, Evaporative Cooling and Warm Water Systems				
Fee	Legislative	per notification	120.00	0%
Public Swimming Pools and Spa Pools				
Fee	Legislative	per notification	105.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>REGULATORY</u>				
<u>HEALTH ENFORCEMENT</u>				
Notices or Orders				
Administrative Fee - Part 4 Protection of the Environment Operations Act 1997	Legislative	per notice	803.00	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	635.00	0%
Issue Improvement Notices and Prohibition Orders - Swimming Pools, Spa's and Skin Penetration	Legislative	per notice	295.00	0%
Re-Inspection Fee subject to Prohibition Order (minimum charge: half hour; maximum charge: 2 hours)	Legislative	per hour	255.00	0%
<u>SUPPLY OF INFORMATION</u>				
Notices or Orders				
Viewing	Zero	per page	-	0%
Photocopying - A4 size	Full Cost	per page	2.00	0%
Inspection History Data - Current Proprietors Only				
<i>In relation to Food Premises, Hairdressing Shops, Beauty Salons, Places of Shared Accommodation, and Premises used for Skin Penetration procedures</i>				
Viewing	Zero	per page	-	0%
Photocopying - A4 size	Full Cost	per page	2.00	0%
Food Hygiene Education Course				
<i>No charge for this course - not accredited trainers</i>				
Fee	Zero	per person	-	10%
Fire Safety and Egress Notices				
Viewing	Zero	per page	-	0%
Photocopying - A4 copies	Full Cost	per page	2.00	0%
Enquiry re Fire Safety of Property Requiring Inspection				
Fee	Partial Cost	per application	548.00	10%
<u>ESSENTIAL SERVICES</u>				
Annual Fire Safety Statement				
Annual fire safety statement review and inspection	Partial Cost	per certificate	480.00	10%
Annual Fire Safety Statement Administration fee	Partial Cost	per statement	88.00	0%
Reissue of a Fire Safety Schedule - correction of errors or omissions	Partial Cost	per application	427.00	0%
Replacement of a Fire Safety Schedule	Partial Cost	per application	52.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>REGULATORY</u>				
<u>BUSKING APPROVALS</u>				
Permit Fees				
Annual permit (expiry: 12 months from date applied for)	Market	per permit	49.00	0%
Quarterly permit (3 monthly)	Market	per permit	14.00	0%
Special busking permit safety review	Market	per permit	108.00	0%
Cost of Release				
As per contract	Full Cost	per animal	Fee	0%
<u>REPLACEMENT PERMITS</u>				
Replacement permit - 12 month permit	Market	per permit	7.00	0%
Replacement permit - 3 month permit	Market	per permit	7.00	0%
<u>TREE INSPECTIONS</u>				
Application for tree removal, inspection/approval				
Fee	Partial Cost	per approval	95.00	0%
<u>PREMISES NUMBERS</u>				
Application fee for premises numbers other than those assigned				
CBD	Full Cost	per permit	248.00	0%
Non-CBD	Full Cost	per permit	176.00	0%
<u>STREET TREE PLANTING FOR DEVELOPMENT</u>				
400 litre trees (supply, plant and establishment maintenance)				
Fee	Market	each	3,500.00	0%
200 litre trees (supply, plant and establishment maintenance)				
Fee	Market	each	2,200.00	0%
100 litre trees (supply, plant and establishment maintenance)				
Fee	Market	each	1,800.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
REGULATORY				
COMPANION ANIMALS				
Animal Registrations (Companion Animals Act 1998)				
<i>Applies to all dogs and cats born, bought or sold from 1 July 1999</i>				
Entire Animal (not desexed)				
Registration Fee - Dog - not desexed	Legislative	per animal	262.00	0%
Registration Fee - Cat - not desexed	Legislative	per animal	68.00	0%
<i>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.</i>				
Entire Animal - not desexed on veterinary recommendation				
<i>A letter recommending exemption from desexing prior to registration is required from a veterinarian.</i>				
Registration Fee - Dog - not desexed (per recommendation)	Legislative	per animal	78.00	0%
Registration Fee - Cat - not desexed (per recommendation)	Legislative	per animal	68.00	0%
Desexed Animal				
Registration Fee - Desexed Dog	Legislative	per animal	78.00	0%
Registration Fee - Desexed Cat	Legislative	per animal	68.00	0%
Reduced Fees for desexed animals purchased from an eligible pound or shelter:				
Registration Fee - Dog	Legislative	per animal	-	0%
Registration Fee - Cat	Legislative	per animal	-	0%
Reduced Fees for Recognised Breeders:				
Registration Fee - Dog	Legislative	per animal	78.00	0%
Registration Fee - Cat	Legislative	per animal	68.00	0%
Reduced Fees for Working Dogs:				
Registration Fee - Working Dog	Legislative	per animal	-	0%
Reduced Fees for Service Dogs				
Registration Fee - Dog in the Service of the State	Legislative	per animal	-	0%
Reduced Fees for Assistance Animals				
Registration Fee - Assistance Animal	Legislative	per animal	-	0%
Reduced Fees for Eligible Pensioners:				
<i>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</i>				
Resident Pensioners				
Desexed Animal - First Animal	Zero	per animal	-	0%
Desexed Animal - Additional	Partial Cost	per animal	10.00	0%
Non-Resident Pensioners				
Desexed Animal - Legislated Registration Fee applies	Legislative	per animal	34.00	0%
Late Fees				
Where registration fee is not paid within legislated 28 days	Legislative	per animal	22.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>REGULATORY</u>				
<u>COMPANION ANIMALS</u>				
Annual Animal Permits				
Cats				
<i>Exemptions apply for all cats registered by 21 July 2020. From 22 July 2020, exemptions only apply for cats kept for breeding purposes by members of recognised breeding bodies, and cats which cannot be desexed for medical reasons.</i>				
Annual Permit Fee - Cat not desexed by 4 months of age	Legislative	per animal	96.00	0%
Dogs				
Annual Permit Fee - Dog of restricted breed	Legislative	per animal	230.00	0%
Annual Permit Fee - Dog declared dangerous	Legislative	per animal	230.00	0%
Late Fees				
Where permit fee is not paid within legislated 28 days	Legislative	per animal	22.00	0%
Desexing Fees				
<i>Available to Eligible Pensioners, and Health Care Card Holders</i>				
Subsidised Cat Desexing (male/female)	Partial Cost	per cat	57.00	10%
Subsidised Dog Desexing (male)	Partial Cost	per dog	147.00	10%
Subsidised Dog Desexing (bitch)	Partial Cost	per dog	202.00	10%
Certificates of Compliance				
Certificate of Compliance - Enclosures	Legislative	per certificate	150.00	0%
Reviews				
Review of Menacing/Dangerous Dog Declaration	Partial Cost	per declaration	350.00	0%
<u>UNATTENDED PROPERTY IN PUBLIC SPACES</u>				
Class 1 unattended items				
<i>Personal items</i>				
Transportation, Storage and Serving of Notice	Partial Cost	per item	115.00	0%
Class 2 unattended items				
<i>Shared device</i>				
Transportation, Storage and Serving of Notice	Partial Cost	per item	230.00	0%
Class 3 unattended items				
<i>Motor Vehicles</i>				
Transportation and Serving of Notice	Partial Cost	per item	390.00	0%
Storage fee	Partial Cost	per day	22.00	0%
<u>IMPOUNDED ANIMALS</u>				
Cost of Release				
As per contract	Full Cost	per animal	Fee	0%
<u>CAT TRAP HIRE</u>				
Security Deposit				
Fee	Security Deposit	per hire	100.00	0%
Trap Hire Fees				
Pensioner	Zero	per hire	-	10%
Resident				
1 to 7 days	Market	per hire	15.00	10%
8 or more days	Market	per day	8.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

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	408.00	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	408.00	0%
Type B Hoarding Application	Full Cost	per application	801.00	0%
Amendment and extension of an approval	Full Cost	per application	408.00	0%
Refunding of a fee prior to the expiry of an approval	Full Cost	per application	408.00	0%
Inspection Fee (including pre-approval or site establishment inspection fee, inspection of graphics)	Market	per inspection	386.00	0%
Neighbour notification for hoardings over laneways or referral to another authority (TransDev, Light Rail)	Full Cost	per application	268.00	0%
"A" Type Hoardings				
Without Traffic Barrier				
Outside City Centre	Full Cost	lineal mt/week	8.93	0%
City Centre	Full Cost	lineal mt/week	12.03	0%
With Traffic Barrier Along the Kerb line				
Outside City Centre	Full Cost	lineal mt/week	10.47	0%
City Centre	Full Cost	lineal mt/week	14.93	0%
"B" Type Hoardings (including Cantilevered Hoardings)				
Without Sheds				
Outside City Centre	Full Cost	lineal mt/week	12.03	0%
City Centre	Full Cost	lineal mt/week	16.91	0%
With Single Storey Site Sheds or Storage of Materials on Decks				
- Single row sheds				
Outside City Centre	Full Cost	lineal mt/week	17.64	0%
City Centre	Full Cost	lineal mt/week	32.36	0%
With Single Storey Site Sheds or Storage of Materials on Decks				
- Double row sheds				
Outside City Centre	Full Cost	lineal mt/week	35.27	0%
City Centre	Full Cost	lineal mt/week	64.75	0%
With Double Storey Site Sheds - Single row sheds				
Outside City Centre	Full Cost	lineal mt/week	34.26	0%
City Centre	Full Cost	lineal mt/week	48.22	0%
With Double Storey Site Sheds - Double row sheds				
Outside City Centre	Full Cost	lineal mt/week	68.62	0%
City Centre	Full Cost	lineal mt/week	97.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CONSTRUCTION REGULATION</u>				
<u>HOARDINGS AND HOISTING</u>				
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	16.00	0%
Zone 2 - All other areas (non-City Centre)	Market	per m2/week	8.00	0%
Performance Bond for Hoarding on Footway <i>Minimum \$10,000 / Maximum \$100,000</i>				
"A" Type Hoardings				
Non-granite paving	Zero	per sq mt of coverage	-	0%
Granite paving - 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%
Granite paving (without protective coverings)	Security Deposit	per sq mt of coverage	746.00	0%
"B" Type Hoardings				
Non-granite paving	Security Deposit	per lineal mt	1,487.00	0%
Granite paving	Security Deposit	per sq mt of coverage	746.00	0%
Compounds				
Non-granite paving	Security Deposit	per lineal mt	1,487.00	0%
Granite paving	Security Deposit	per sq mt of coverage	746.00	0%
<u>BARRICADES</u>				
Placement on Footway				
Fee	Market	per week or part thereof	107.00	0%
Emergency Barricades and Lights				
Initial attendance (call-out)	Full Cost	each	372.00	0%
Time charge on site	Full Cost	per hour	73.72	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CONSTRUCTION REGULATION</u>				
<u>CRANE OPERATIONS</u>				
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	212.00	0%
Usage Fee for the City's Contractors	Market	per year or part thereof	212.00	0%
Fee to amend application	Market	per day or part thereof	212.00	0%
Hoisting activity over roadway from site installed devices, cranes, personnel hoist, materials hoist, swinging stage, master climber etc				
Fee	Market	per application	408.00	0%
Crane and Other Road Operations - Involving Temporary Partial Road Closure				
Major road lane closure - per lane	Market	per day or part thereof	1,374.00	0%
Minor road lane closure - per lane	Market	per day or part thereof	676.00	0%
Minor road lane closure - single residential dwelling only	Market	per day or part thereof	236.00	0%
<u>TEMPORARY FOOTPATH CROSSINGS</u>				
Standard Footway Crossing or Standard Conduit Ramp				
<i>(in accordance with the City's specification and constructed to the City's satisfaction)</i>				
Fee	Market	per week or part thereof	107.00	0%
Standard Footway Crossing or Standard Conduit Ramp - for purpose of cleaning grease traps				
<i>(in accordance with the City's specification and constructed to the City's satisfaction)</i>				
Per week or part thereof	Partial Cost	per approval	97.00	0%
Per month or part thereof	Partial Cost	per approval	171.00	0%
Per year or part thereof	Partial Cost	per approval	649.00	0%
<u>TEMPORARY WORKS</u>				
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	16.00	0%
Zone 2 - All other areas (non-City Centre)	Market	per m2/week	8.00	0%
Mobile scaffolds, concrete line pumps, ladders, abseil/rope access etc				
Fee	Market	per week or part thereof	107.00	0%
Fee to amend application	Market	per week or part thereof	107.00	0%
Loading/Unloading - single residential properties only	Market	per week or part thereof	317.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CONSTRUCTION REGULATION</u>				
<u>OTHER PERFORMANCE BONDS</u>				
Trees impacted by development				
<i>(as required under a development or building application, or as advised by the City Greening and Leisure unit)</i>				
Security Deposit	Security Deposit	per tree	2000.00 - 20000.00	0%
<u>WASTE CONTAINERS ON THE PUBLIC WAY - section 68 of the LGA Act 1993</u>				
<i>Applies to single residential dwellings</i>				
Confiscation/Storage/Release Fee				
Small licenced bins 2.5m x 1.5m x 1m	Market	per container	1,084.00	0%
All other sizes exceeding above dimensions:	Market	per container	1,627.00	0%
<u>WORKS ZONES</u>				
<i>See Ticket Parking Section for Parking Meter Space Removal Fees</i>				
Deposit				
Project valued up to \$100,000	Security Deposit	per site	14,700.00	0%
Project valued over \$100,000	Security Deposit	per site	30,500.00	0%
Fees				
Application Fee (non refundable)	Full Cost	per application	1,930.00	0%
Invoice Amendment Fee (non refundable)	Full Cost	per invoice amendment	220.00	0%
Consultant Advice				
Fee (recovery of the City's costs plus 10% administration fee)	Full Cost	per occasion	Fee	0%
Core Area Works Zones				
<i>All streets within area bounded by Alfred Street, Macquarie Street then Elizabeth Street to Eddy Avenue, Broadway and Wattle Street, plus Kings Cross.</i>				
Up to 12 hours per day, for the first 12 months	Market	Per lineal mtr per week	151.00	0%
Up to 12 hours per day, after 12 months	Market	Per lineal mtr per week	195.00	0%
Over 12 hours per day, for the first 12 months	Market	Per lineal mtr per week	195.00	0%
Over 12 hours per day, after 12 months	Market	Per lineal mtr per week	224.00	0%
<i>Note - Any fee increase approved by Council shall apply to existing and new Works Zones.</i>				
Standard Works Zones				
<i>(outside Core Area)</i>				
Up to 12 hours per day, for the first 12 months	Market	Per lineal mtr per week	97.00	0%
Up to 12 hours per day, after 12 months	Market	Per lineal mtr per week	128.00	0%
Over 12 hours per day, for the first 12 months	Market	Per lineal mtr per week	118.00	0%
Over 12 hours per day, after 12 months	Market	Per lineal mtr per week	156.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>PROPERTIES, ROADS AND FOOTWAYS</u>				
<u>ACCESS to CITY OWNED CONDUITS, METER CABINETS OR STRUCTURES UNDER A FACILITIES ACCESS AGREEMENT</u>				
Installation of a cable in existing City owned conduit (rate applies for each cable installed)	Market	per metre, per annum	6.20	0%
Installation of supply authority meters in City owned meter cabinet	Market	per meter cabinet, per annum	335.00	0%
Other structures	Market	per annum	Fee	0%
<u>FOOTWAY AND ROADWAY USAGE APPROVALS (including outdoor eateries)</u>				
Rental fee for use of footway and roadway areas				
Zone 1 - Circular Quay; City Centre	Zero	per m2/annum	-	0%
Zone 1A - Darlinghurst; Woolloomooloo; South Sydney (East)	Zero	per m2/annum	-	0%
Zone 2 - Pyrmont; Ultimo; Chippendale; King Street Newtown; Glebe Point Road	Zero	per m2/annum	-	0%
Zone 3 - South Sydney (South)	Zero	per m2/annum	-	0%
Zone 4 - Glebe; Forest Lodge	Zero	per m2/annum	-	0%
Zone 5 - Regent Street and Redfern Street Redfern	Zero	per m2/annum	-	0%
Zone 6 - Darlinghurst Road and William Street	Zero	per m2/annum	-	0%
Zone 6A - Oxford Street	Zero	per m2/annum	-	0%
Zone 7 - Various CBD Laneways	Zero	per m2/annum	-	0%
Administration Fee				
Administration Fee	Zero	per application	-	0%
Security Deposit				
\$500 or 3 months Licence Fee, whichever is the greater (waived for 2024/25)	Security Deposit	per licence	-	0%
Extension of an existing approved Footway and Roadway Usage Area, for a trial period.				
<i>The extension must be granted by a Resolution of Council, and may be for a trial period of up to 12 months.</i>				
Fee includes assessment, notification, and administration fees; and footway and roadway usage rental (for extended area only)	Zero	per application	-	0%
<u>FOOTWAY AND ROADWAY USAGE FOR OUTDOOR DINING - OTHER FEES</u>				
Footway and Roadway Usage Area - Infrastructure				
Outdoor Dining Roadway Usage - Concrete Barrier Hire and Maintenance	Partial Cost	as specified in approval	Fee + GST	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>PROPERTIES, ROADS AND FOOTWAYS</u>				
<u>LICENCE FOR AIRSPACE ABOVE FOOTPATHS - (Verandahs and Balconies)</u>				
Commercial - main streets				
<i>Set by negotiation based on specifics of application</i>				
Fee	Market	per m2/week	Fee + GST	10%
Commercial - other streets				
<i>Set by negotiation based on specifics of application</i>				
Fee	Market	per m2/week	Fee + GST	10%
<u>ROAD CLOSURE AND SALE</u>				
Application Fee				
Fee	Market	per application	9,420.00	0%
Additional Fee				
<i>Application fee may vary based on costs incurred by the City to process application</i>				
Recoverable Fees (advertising, valuation etc)	Market	per application	Fee	0%
<u>ROAD LEASING AND STRATUM LEASING FEES - under sections 153,149 and 138 of the Roads Act 1993</u>				
Road Leasing Fees				
Rental Charge	Market	per annum	Fee + GST	10%
Application Fee	Partial Cost	per application	5,390.00	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				
<i>Applicable to all S.138 consents, with the exception of Public Art</i>				
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	3,460.00	10%
Assignment & Sub-lease				
Application Fee	Partial Cost	per application	800.00	10%
<u>STREET VENDING CONSENT - under section 139 of the Roads Act 1993</u>				
Administration				
Fee	Partial Cost	per application	1,200.00	0%
Rental Charge				
Fee	Market	per annum	Fee	0%
Recoverable Fees (advertising, valuation etc)				
Fee	Market	per application	Fee	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>PROPERTIES, ROADS AND FOOTWAYS</u>				
<u>LICENCE FEE FOR INSTALLATION of SERVICE PIPELINES, CONDUITS AND CABLES UNDER STRATA LICENCE OR EASEMENT</u>				
Stormwater pipelines				
Fee	Market	per metre, per annum	12.00	0%
Pipelines - Other than stormwater (up to 20 metres)				
Up to 0.1m in diameter and up to 20m in length	Market	per annum	250.00	0%
Between 0.1m and 0.2m in diameter and up to 20m in length	Market	per annum	500.00	0%
Over 0.2m in diameter and up to 20m in length	Market	per annum	750.00	0%
Additional pipelines within same excavation	Market	per metre, per annum	6.20	0%
Cables & Conduits (up to 20 metres)				
Fee	Market	per annum	375.00	0%
Pipelines, Cables and Conduits (greater than 20 metres)				
Underground	Market	per metre, per annum	1.25	0%
Above ground	Market	per metre, per annum	2.50	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%
<u>FILLER BOX / FILLER LINES</u>				
Annual Licence Fee				
Existing Installations Only	Market	per licence	185.00	0%
Inspection Fee				
<i>(Chargeable only in the case of an application for permission to install a new petrol fill box or relocation of a petrol fill box)</i>				
Fee	Market	each	75.00	0%
<u>OWNERS CONSENT FOR DEVELOPMENT APPLICATION (DA) - ON COUNCIL OWNED LAND</u>				
Application Fee for Owners Consent to Minor DA's (i.e. Shop Fit-out)				
Fee	Partial Cost	per application	280.00	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	1,420.00	0%
<u>COMMERCIAL FILMING IN OR ON COUNCIL BUILDINGS</u>				
<i>Filming charges apply as per Filming on Council Streets, Parks and Open Space</i>				
Additional Venue Hire Rates apply per building, by negotiation	Market	per hour	Fee	0%
<u>DISTRIBUTION OR DISPLAY OF ADVERTISING MATTER, OTHER MATERIALS AND ASSOCIATED STRUCTURES IN A PUBLIC PLACE</u>				
Long Term/Commercial Promotions				
Assessed on a commercial basis	Market	per annum	Fee	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>ROADS MANAGEMENT</u>				
<u>TEMPORARY ROAD CLOSURES FOR CONSTRUCTION WORKS AND MOBILE CRANES</u>				
Application Fees (non-refundable)				
Application Fee	Market	per approval	1,950.00	0%
Deferred Date Application Fee	Market	per approval	1,070.00	0%
Road Closure Fees				
Major Road - Temporary full closure per block (full day rate)	Market	per lane/day	2,120.00	0%
Minor road - Temporary full closure per block (full day rate)	Market	per lane/day	1,070.00	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%
<u>USER PAYS SIGNPOSTING (excluding Works Zones)</u>				
Administration Charge				
Per street block	Full Cost	per approval	325.00	0%
Signposting Cost				
As per tender rates	Full Cost	per item	Fee	0%
Urgent Installation Fee				
Less than 14 days	Full Cost	per approval	127.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>ROADS MANAGEMENT</u>				
<u>TEMPORARY ROAD CLOSURE FOR STREET EVENTS</u>				
Road Closure Fees				
Temporary Full or Partial Major Road Closure				
Commercial and Private Users				
Commercial and Private Users	Market	per block per day	800.00	0%
Non-Commercial Users				
Non-Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Zero	per block per day	-	0%
Temporary Full or Partial Minor Road Closure				
Commercial and Private Users				
Commercial and Private Users	Market	per block per day	400.00	0%
Non-Commercial Users				
Non-Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Zero	per block per day	-	0%
Temporary Full Road Closure for Sporting Events				
Commercial and Private Users				
Commercial and Private Users (minimum: \$2,000.00)	Market	per 100 lineal metres	230.00	0%
Non-Commercial Users				
Non-Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Zero	per 100 lineal metres	-	0%
Ticket Parking Space Usage Fees				
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	32.50	0%
<u>ROAD CLOSURE VENUE HIRE FEES</u>				
<i>Where a closed road surface is used as an event space for infrastructure and patrons</i>				
Road Closure Venue Hire Fees				
Commercial and Private Users				
Commercial and Private Users	Market	per hour per location	75.00	10%
Non-Commercial Users				
Non-Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Zero	per hour per location	-	10%
Non-commercial, informative or artistic installations and activities	Zero	per hour per location	-	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>ROADS MANAGEMENT</u>				
<u>TEMPORARY ROAD CLOSURE FOR OTHER EVENTS</u>				
<i>(applies to temporary road closures required for traffic management / crowd control, for events held on land not owned by the City of Sydney, e.g. land owned by the Crown or under a trust)</i>				
Road Closure Fees				
Temporary Full or Partial Major Road Closure Commercial and Private Users	Market	per block per day	1,100.00	10%
Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities and Non-Commercial Community Applicants	Zero	per block per day	-	10%
Temporary Full or Partial Minor Road Closure Commercial and Private Users	Market	per block per day	550.00	10%
Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities and Non-Commercial Community Applicants	Zero	per block per day	-	10%
Ticket Parking Space Usage Fees				
<i>See Ticket Parking Section for additional fees where the road closure impacts ticket parking spaces</i>				
Use of Ticket Parking	Market	per Ticket Parking Fees	Fee	0%
<u>ACTIVITIES REQUIRING APPROVAL OF COUNCIL - under section 116(2) of the Roads Act 1993</u>				
Applications for Consent				
Advertising (recovery of the City's costs)	Full Cost	per newspaper advertisement	Fee	0%
Administration Fee	Partial Cost	per application	2,950.00	0%
<u>OVERSIZE AND OVER MASS VEHICLE ACCESS</u>				
Pavement Assessment (recovery of the City's costs)	Full Cost	per application	Fee	0%
Route Assessment	Partial Cost	per application	294.00	0%
<u>MISCELLANEOUS</u>				
Street Furniture Supply, Storage, Install and Remove				
<i>Removal, storage and re-installation - includes power and plumbing disconnection and/or reconnection, where required.</i>				
Assessed on a commercial basis	Full Cost	per approval	Fee + GST	10%
Driveway Linemarking				
Driveway Holding Lines	Market	per driveway	350.00	0%
Painted Chevron (recovery of the City's costs)	Full Cost	per driveway	Fee	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>PUBLIC DOMAIN CHARGES</u>				
<u>DEVELOPMENT SITES / S138 ROADS ACT APPROVALS</u>				
<i>Note: Approval may be under a DA consent or a Section 138 Roads Act 1993 application.</i>				
<i>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.</i>				
Public Domain Works Bond				
<i>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 of the proposed materials 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.</i>				
Stone, Brick or Concrete Paver Footway	Security Deposit	per m2	907.00	0%
Asphalt or Concrete Footway	Security Deposit	per m2	415.00	0%
Stone, Brick or Concrete Paver Roadway	Security Deposit	per m2	907.00	0%
Asphalt Surfaced Roadway with Concrete Base	Security Deposit	per m2	758.00	0%
Asphalt Surfaced Roadway with DGB Roadbase	Security Deposit	per m2	526.00	0%
Concrete Roadway	Security Deposit	per m2	622.00	0%
Strip and Resurface Asphalt Roadway	Security Deposit	per m2	360.00	0%
Concrete Kerb & Gutter	Security Deposit	per lm	526.00	0%
Concrete Gutter Only	Security Deposit	per lm	317.00	0%
Concrete Kerb Only	Security Deposit	per lm	209.00	0%
Stone Kerb	Security Deposit	per lm	783.00	0%
Planted or Grassed Area	Security Deposit	per m2	125.00	0%
Trees	Security Deposit	each	1,642.00	0%
Public Domain Incomplete Lighting Works Bond				
<i>Applicable when the completion of lighting works are delayed, due to unforeseen circumstances beyond the developer's control</i>				
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 & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
PUBLIC DOMAIN CHARGES				
<u>DEVELOPMENT SITES / S138 ROADS ACT APPROVALS</u>				
<i>Note: Approval may be under a DA consent, or a Section 138 Roads Act 1993 application.</i>				
Public Domain Damage Bond				
<i>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.</i>				
Stone, Brick or Concrete Paver	Security Deposit	per m ²	483.00	0%
Asphalt or Concrete	Security Deposit	per m ²	218.00	0%
Kerb and Gutter Damage Bond				
<i>May be applied by the City for protection of stone kerbs and gutters from damage or loss during development activity.</i>				
Protection of Stone Kerb and/or Stone Gutter	Security Deposit	per lm	853.00	0%
Public Domain Inspections for S138/S139 Roads Act Approvals				
Inspection Fee - Works in the public domain - S138/S139 Roads Act Approvals				
<i>Fee based on the cost of public domain works.</i>				
Not Exceeding \$10,000	Partial Cost	per application	1,342.00	0%
Greater than \$10,000, and up to \$50,000	Partial Cost	per application	2,475.00	0%
Greater than \$50,000, and up to \$250,000	Partial Cost	per application	4,944.00	0%
Greater than \$250,000, and up to \$500,000	Partial Cost	per application	12,359.00	0%
Greater than \$500,000, and up to \$1,000,000	Partial Cost	per application	19,774.00	0%
Greater than \$1,000,000, and up to \$2,000,000	Partial Cost	per application	29,663.00	0%
Greater than \$2,000,000, and up to \$5,000,000	Partial Cost	per application	41,196.00	0%
Greater than \$5,000,000	Partial Cost	per application	46,141.00	0%
Public Domain Inspection - Subdivision Works and Construction Certificates				
Inspection Fee - works associated with land dedication				
<i>Fee based on cost of subdivision and associated works.</i>				
Not exceeding \$10,000	Partial Cost	per application	1,342.00	0%
Greater than \$10,000, and up to \$50,000	Partial Cost	per application	2,475.00	0%
Greater than \$50,000, and up to \$250,000	Partial Cost	per application	4,944.00	0%
Greater than \$250,000, and up to \$500,000	Partial Cost	per application	12,359.00	0%
Greater than \$500,000, and up to \$1,000,000	Partial Cost	per application	19,774.00	0%
Greater than \$1,000,000, and up to \$2,000,000	Partial Cost	per application	29,663.00	0%
Greater than \$2,000,000, and up to \$5,000,000	Partial Cost	per application	41,196.00	0%
Greater than \$5,000,000	Partial Cost	per application	46,141.00	0%
Review of Subdivision Works Documentation Application Fee -	Partial Cost	per application	698.00	10%
Notice of Public Domain Subdivision Work and PC Review of All Construction Certificate Documentation				

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>PUBLIC DOMAIN CHARGES</u>				
<u>DEVELOPMENT SITES / S138 ROADS ACT APPROVALS</u>				
<i>Note: Approval may be under a DA consent or a Section 138 Roads Act 1993 application.</i>				
Review of non-conforming works				
<i>Applicable where a non-conformance report is required.</i>				
Non-conformance report review fee	Partial Cost	per inspection	1,032.00	0%
Dewatering Connection Fees				
Application Fee (assessment of application)	Partial Cost	per application	842.00	0%
Peer Review Fee	Market	per application	2,738.00	10%
Additional peer review to reflect requested amendments or updates to approved plans	Partial Cost	per review	568.00	10%
Security Bond (required if an underground connection into the City's stormwater pit is approved)	Security Deposit	per connection	14,238.00	0%
<u>DETERMINATION OF PUBLIC DOMAIN PLANS</u>				
<i>Applicable for development consents or under S138 / S139 Roads Act approvals.</i>				
Single residential, small commercial or industrial property (less than 9 lm frontage)				
Application fee (assessment of application)	Partial Cost	per street frontage	339.00	0%
Multi-unit residential, larger commercial or industrial property (greater than 9 lm frontage)				
Application fee (assessment of application)	Partial Cost	per street frontage	698.00	0%
<u>DETERMINATION OF PUBLIC DOMAIN LEVELS AND GRADIENTS</u>				
<i>(where approval is not included with the development application)</i>				
Single residential, small commercial or industrial property (less than 9 lm frontage)				
Application fee (assessment of application)	Partial Cost	per street frontage	339.00	0%
Multi-unit residential, larger commercial or industrial property (greater than 9 lm frontage)				
Application fee (assessment of application)	Partial Cost	per street frontage	698.00	0%
<u>STORMWATER DRAINAGE CONNECTIONS</u>				
Connection to a City-owned asset (such as a gully pit, or a junction pit).				
Application fee (work associated with assessment of application)	Partial Cost	per connection	698.00	0%
<i>Note: an additional fee for the preparation of a positive covenant is chargeable in all cases (see Legal Document Preparation Fees)</i>				
Security Bond (required if no other public domain bond is held for damage or works)	Security Deposit	per connection	14,238.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>PUBLIC DOMAIN CHARGES</u>				
<u>SECTION 138/139 ROADS ACT - INSTALLATION OF TEMPORARY GROUND ANCHORS IN THE ROAD RESERVE</u>				
Application Fee				
<i>Based on the cost of work for temporary ground anchors in the City's footway or roadway</i>				
Not exceeding \$10,000				
Fee	Market	per application	698.00	0%
Greater than \$10,000, and up to \$100,000				
Fee plus	Market	per application	698.00	0%
In excess of \$10,000	Market	per \$1,000, over \$10,000	6.86	0%
Greater than \$100,000, and up to \$500,000				
Fee plus	Market	per application	1,316.00	0%
In excess of \$100,000	Market	per \$1,000, over \$100,000	3.43	0%
Greater than \$500,000, and up to \$1,000,000				
Fee plus	Market	per application	2,688.00	0%
In excess of \$500,000	Market	per \$1,000, over \$500,000	3.43	0%
Exceeding \$1,000,000				
Fee plus	Market	per application	4,403.00	0%
In excess of \$1,000,000	Market	per \$1,000, over \$1,000,000	3.43	0%
Inspection Fee				
Fee	Partial Cost	per application	395.00	0%
Damage Security Bond for Temporary Ground Anchors in the City's footway or roadway				
<i>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.</i>				
Security Bond	Security Deposit	per lineal metre of frontage	8,290.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>DRIVEWAY, ROADWAY, FOOTWAY AND KERB AND GUTTER CHARGES WHERE WORKS ARE PERFORMED BY THE APPLICANT OR THEIR CONTRACTOR</u>				
<u>ROADWAY, FOOTWAY, KERB & GUTTER CHARGES</u>				
Road Opening Permit				
Road Opening Permit Fee (chargeable in all cases)	Market	per permit	142.00	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 the City (refer below)	Security Deposit	per permit	Fee	0%
Inspections by the City <i>Inspection of restoration work performed by applicant or their contractors</i>				
Standard Inspection Fee (two standard inspections)	Market	per restoration	970.00	0%
Additional Inspections	Market	per inspection	485.00	0%
<u>DRIVEWAY CHARGES</u>				
Applicant to Perform Own Works <i>Please refer to Road Opening Permits for charges additional to inspection fees.</i>				
Confirm construction requirements and perform site inspections - cost includes two inspections and is chargeable in all cases	Market	each	1,000.00	0%
Additional Site Inspections (applicable where corrective works are required)	Market	per inspection	485.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CONSTRUCTION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL</u>				
1: All fees include cost of labour, materials, and overhead, unless stated.				
2: Minimum charge per line item is 1 m2 or 1 lm.				
3: An additional surcharge of 40% over standard rate is charged for works in high traffic locations within the CBD, State or Regional Roads, or where required by RMS restrictions.				
<u>CONSTRUCTION CHARGES</u>				
<i>Applicable to construction of driveways, roadways, footways, kerb and gutter</i>				
Deposit				
<i>Refunds will be processed when the construction works are deemed complete, and final inspection verifies that works are to City standards.</i>				
Security Deposit (refundable)	Security Deposit	per permit	3,130.00	0%
Establishment Fee				
<i>All driveways constructed by the City will be charged an establishment fee for design and site costs.</i>				
Site Establishment	Market	each	1,640.00	10%
<u>DRIVEWAY</u>				
Construct Driveway				
Stone, Brick or Concrete Pavers on a Reinforced Concrete Base (excluding paver supply)	Market	per m2	1,085.00	10%
150mm Concrete Driveway (Residential)	Market	per m2	620.00	10%
200mm Concrete Driveway (Commercial)	Market	per m2	668.00	10%
<u>FOOTWAY</u>				
Construct Footway				
Concrete Footway	Market	per m2	398.00	10%
Asphalt Footway & FCR Roadbase	Market	per m2	309.00	10%
Asphalt Footpath with Concrete Base	Market	per m2	655.00	10%
Strip & Resurface Asphalt Footway (no base repairs)	Market	per m2	225.00	10%
<u>KERB AND GUTTER</u>				
Re-lay Kerb Stone (excluding kerb stone supply)				
Re-lay Kerb Stone	Market	per lm	790.00	10%
Supply Kerb Stones				
Trachyte	Market	per lm	1,900.00	10%
Granite	Market	per lm	1,190.00	10%
Sandstone	Market	per lm	460.00	10%
Bluestone	Market	per lm	405.00	10%
Construct Kerb and Gutter				
Construct Concrete Gutter	Market	per lm	360.00	10%
Construct Concrete Kerb and Gutter	Market	per lm	590.00	10%
Stormwater Drainage Outlet in Kerbstone	Market	per outlet	615.00	10%
<u>ROADWAY</u>				
Construct Roadway				
Asphalt Surfaced Roadway & Concrete Base (including dowelling)	Market	per m2	1,416.00	10%
Concrete Roadway (including dowelling)	Market	per m2	800.00	10%
Asphalt Roadway & FCR Roadbase	Market	per m2	575.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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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. However, in certain circumstances, where the cost of restoration works carried out by Council is recovered from utilities, the recovery of those costs may be exempt from GST. The recovery of restoration works costs will be exempt from GST where the restoration relates to 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.
- 2: All fees include cost of labour, materials, and overhead, unless stated.
- 3: Minimum charge per line item is 1 m2 or 1 lm.
- 4: An additional surcharge of 40% over standard rate is charged for works in high traffic locations within the CBD, State or Regional Roads, or where required by RMS restrictions.

RESTORATION CHARGES

Applicable to restoration of driveways, roadways, footways, kerb and gutter.

Road Opening Permit

Road Opening Permit Fee (chargeable in all cases)	Market	per permit	142.00	0%
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Deposit

Refunds will be processed when the restoration works are deemed complete, and final inspection verifies that works are to City standards.

Security Deposit	Security Deposit	per permit	3,130.00	0%
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Site Establishment Fee

Site Establishment Fee	Partial Cost	per site	380.00	10%
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Site Inspection Fee

Will be applied to each opened site for site inspections, third party liaison, records review and management, scoping and confirmation.

Site Inspection Fee	Market	per site	163.00	0%
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DRIVEWAY

Restore Driveway

Stone, Brick or Concrete Pavers on a Reinforced Concrete Base	Market	per m2	1,085.00	10%
150mm Concrete (Residential)	Market	per m2	620.00	10%
200mm Concrete (Commercial)	Market	per m2	668.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL</u>				
<u>FOOTWAY</u>				
Restore Footway				
Footway				
Pebblecrete	Market	per m2	555.00	10%
Concrete Footway	Market	per m2	398.00	10%
Asphalt Footway & FCR Roadbase	Market	per m2	309.00	10%
Asphalt Footpath with Concrete Base	Market	per m2	655.00	10%
Strip & Resurface Asphalt Footway (no base repairs)	Market	per m2	223.00	10%
Kerb Ramp (Concrete or Asphalt) (no base repairs)	Market	per kerb ramp	2,900.00	10%
<i>Kerb Ramp - Notes</i>				
<i>1: Any opening in a concrete or asphalt kerb ramp will require reconstruction of the whole kerb ramp.</i>				
Tactile Ground Surface Indicators (TGSi)				
Directional Tactile (Strip)	Market	per strip	92.00	0%
Warning Tactile (Disc)	Market	per disc	13.00	0%
<i>TGSi -</i>				
<i>Notes - 1: TGSi replacement is charged in addition to the Footway Restoration surface and base materials required.</i>				
Concrete Footpath Joint - "Trip Stop" or equivalent				
<i>Note: only for full depth concrete footpaths and concrete sub-base under other surface materials, applied along tree lined footpath including, as a minimum, the areas under a tree canopy. Spaced at each joint with no dummy joints allowed.</i>				
Supply and Install	Full Cost	per piece	85.50	10%
Associated Restoration Works				
Grassed Area	Market	per m2	120.00	10%
Garden Area	Market	per m2	290.00	10%
Tree Surrounds (Porous) - Terrabond or similar material	Market	per m2	550.00	10%
Tree Surrounds (Porous) - Crushed Granite	Market	per m2	180.00	10%
Soft Fall/Recycled Rubber - Supply and Install	Market	per m2	502.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL</u>				
<u>KERB AND GUTTER</u>				
Re-lay Kerb Stone (excluding kerb stone supply)				
Re-lay Kerb Stone	Market	per lm	790.00	10%
Supply Kerb Stones				
Trachyte	Market	per lm	1,900.00	10%
Granite	Market	per lm	1,190.00	10%
Sandstone	Market	per lm	460.00	10%
Bluestone	Market	per lm	405.00	10%
Construct Kerb and Gutter				
Construct Concrete Gutter	Market	per lm	360.00	10%
Construct Concrete Kerb & Gutter	Market	per lm	590.00	10%
Construct Unreinforced Dish Gutter (up to 900mm wide)	Market	per lm	320.00	10%
Supply and Install EKI (Extended Kerb Inlet / Precast Concrete Pit Lintel) (recovery of the City's costs)	Full Cost	each	Fee + GST	10%
Stormwater Drainage Outlet in Kerbstone	Market	per outlet	620.00	10%

Notes for Kerb and Gutter

1. To aid sustainability the City encourages the preservation of existing kerbstones wherever possible.
2. Cracked and sawcut kerbstones are not reusable. Full kerbstone replacement for all non-reusable kerbstones will be added to Permanent Restoration to ensure Pre Road Opening laid condition can be restored.
3. Reusable Kerbstones must be returned to the Council Stoneyard in a clean state (free of adhesive and/or mortar) to be accepted for reuse.
4. City Stoneyard Delivery Record of Reusable Kerbstones (Road Opening Permit details plus reusable kerbstone type and quantity in lm) is required to avoid the cost of replacement kerbstones being added to the permanent Restoration charges.
5. Kerbstones may only be returned to the City Stoneyard during business hours and following prior arrangement.
6. The City cannot guarantee availability of replacement kerbstones. Supply of replacement kerbstones may require research and sourcing from commercial suppliers at the Applicant's cost.
7. Where exact matching kerbstones are no longer available the closest match alternative kerbstone available will be substituted and due to size, texture or colour variations may require replacement of a larger area than the initially measured permanent restoration at the Applicant's cost.

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL</u>				
<u>ROADWAY</u>				
Restore Roadway				
Roadway				
Asphalt Surfaced Roadway & Concrete Base (including dowelling)	Market	per m2	1,416.00	10%
Concrete Roadway (including dowelling)	Market	per m2	800.00	10%
Asphalt Roadway & FCR Roadbase	Market	per m2	572.00	10%
Strip & Resurface Asphalt Roadway (no base repairs)	Market	per m2	396.00	10%
Stencilling of Concrete or Asphalt	Market	per m2	112.00	10%
<i>Stencilling is charged in addition to the Roadway Restoration</i>				
Bicycle Lane				
Bicycle Lane Separator	Market	per lm	255.00	10%
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.				
Supply & Installation	Market	each	14,360.00	10%
<i>Any Bicycle Lane Counter/Loop damaged during road openings requires complete unit replacement in the permanent restoration.</i>				
Bicycle Lane Coating				
Establishment and installing colour	Market	each	2,510.00	10%
Bicycle Lane Coating Fee	Market	per m2	23.50	10%
<i>Bicycle Lanes General -</i>				
<i>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.</i>				
<i>Bicycle Lane Coating -</i>				
<i>Notes - 1: Bicycle Lane Coating Fees are charged in addition to the Roadway Restoration surface and base required.</i>				
Linemarking				
Establishment fee for thermoplastic line marking	Market	each	1,390.00	10%
Linemarking fee	Market	per lm	23.50	0%
<i>Linemarking - Notes</i>				
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.				

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL</u>				
<u>DECORATIVE PAVING</u>				
Restore Decorative Paving				
Re-lay Stone, Brick or Concrete Pavers and Reseal Pavers and Restore Concrete Base (excluding paver supply)	Market	per m2	860.00	10%
Re-lay Stone, Brick or Concrete Pavers and Reseal Pavers where no base repairs are required (excluding paver supply)	Market	per m2	530.00	10%
Supply Replacement Stone Pavers	Market	per m2	570.00	10%
Supply Replacement Brick or Concrete Pavers	Market	per m2	120.00	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.

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
MISCELLANEOUS INFRASTRUCTURE CHARGES				
MISCELLANEOUS INFRASTRUCTURE CHARGES				
<i>Note: For all sites in the public domain, including utility restoration sites where applicable.</i>				
Additional Infrastructure Works				
Works required to repair or restore the City's infrastructure not otherwise specified as a restoration or construction charge	Market	per site	Fee + GST	10%
Supply, Installation and Removal of Street Furniture				
Remove, Reposition, Supply or Install Street Furniture (including Bollard, Bin, Seat, Bubbler, Bike Furniture)	Full Cost	each	Fee + GST	0%
Temporary Removal of Bollard (unlock, remove and reinstate bollard)	Full Cost	per site	155.00	0%
Other Infrastructure Charges				
Supply and Lay Stormwater Downpipe Connection (property to kerb)	Market	per metre	315.00	10%
Cleaning and Sealing of Granite or Other Type Pavers	Market	per m2	59.00	10%
Reset of private service access lids installed above/below finished service level	Market	each	700.00	10%
Make Safe - For all Hazards				
<i>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.</i>				
Temporary Make Safe of a Hazard (all costs incurred by the City to allow the temporary make safe of a hazard)	Market	per site	Fee + GST	10%
Unknown/Complex Works/Technical Inspections				
<i>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.</i>				
Recovery of the City's costs for hidden damage to affected surrounding/adjacent infrastructure (including overhead costs)	Full Cost	each	Fee	0%
Artwork on Footway/Roadway or in Public Domain				
<i>e.g. mosaics, in-fill lettering, special materials and shapes etc.</i>				
Recovery of the City's costs	Full Cost	per site	Fee	0%
Street Lighting Modifications				
<i>Based on the cost of removal (as assessed by Ausgrid) of Ausgrid-owned lighting assets.</i>				
Recovery of the City's costs	Full Cost	each	Fee	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CAR SHARING PROGRAM</u>				
<u>CAR SHARE PARKING</u>				
Car Share Parking Fees				
Car Share Parking Space Application, Installation and Administration Fee	Partial Cost	per bay	2,710.00	0%
Administration Fee (for minor changes to bays i.e. change of operator)	Partial Cost	per bay	523.00	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	30.00	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	188.00	0%
New Car Share Operator Application Fee	Partial Cost	per application	1,880.00	0%
<u>ELECTRIC VEHICLE CHARGING ON-STREET PARKING SPACES</u>				
Electric Vehicle Parking Space Fees				
<i>Applications for electric vehicle charging on-street parking spaces are made for two parking spaces/bays per application. Each annual permit is granted for two parking spaces/bays.</i>				
Electric Vehicle Parking Space Application, Installation and Administration Fee	Partial Cost	per two bays	4,060.00	0%
Administration Fee (for minor changes to bays i.e. change of operator)	Partial Cost	per two bays	875.00	0%
Removal of an Electric Vehicle space (recovery of the City's costs)	Full Cost	per two bays	Fee	0%
Electric Vehicle Charging Space Annual Permit	Partial Cost	per permit, per year	377.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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	46.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	p.a./ permit	67.00	0%
Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG (Standard Fee)	Partial Cost	p.a./ permit	89.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	p.a./ permit	178.00	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	69.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	p.a./ permit	103.00	0%
Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG (Standard Fee)	Partial Cost	p.a./ permit	137.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	p.a./ permit	272.00	0%
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	7.00	0%
Low Environmental Impact - GVG 112-186.5Emissions (was 3 to 3.5 stars)	Partial Cost	p.a./ permit	11.00	0%
Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG (Standard Fee)	Partial Cost	p.a./ permit	14.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	p.a./ permit	27.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
RESIDENT PARKING				
RESIDENT PARKING PERMITS				
Pensioners on Full Benefits				
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	29.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	p.a./ permit	42.00	0%
Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG (Standard Fee)	Partial Cost	p.a./ permit	58.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	p.a./ permit	116.00	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	15.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	per permit	22.00	0%
Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG (Standard Fee)	Partial Cost	per permit	28.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	57.00	0%
3-month and Interim Parking Permits				
<i>(dependent on eligibility)</i>				
Very Low Environmental Impact - GVG Emissions 111.9 or less (was 4 stars or more), motorcycles and scooters	Partial Cost	per permit	46.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	per permit	67.00	0%
Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG (Standard Fee)	Partial Cost	per permit	89.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	178.00	0%
Support Worker Parking Permit				
Limit of 1 Permit for each vehicle used to provide in-home care	Partial Cost	p.a./ permit	58.00	0%
Replacement permit (subject to submission of statutory declaration)	Partial Cost	p.a./ permit	29.00	0%
Carers' Parking Permit				
Limit of 1 Permit per household annually	Partial Cost	p.a./permit	58.00	0%
Replacement Permit (subject to submission of statutory declaration)	Partial Cost	p.a./permit	29.00	0%
Resident Visitor Parking Permit				
<i>Note: annual allotments in lots of 10 only are able to be purchased.</i>				
Visitor Permit - 10 Permit annual allocation	Partial Cost	p.a./ allotment	22.00	0%
Visitor Permit - 10 Permit annual allocation - pensioner	Partial Cost	p.a./ allotment	11.00	0%
Visitor Parking Permit - Tradespersons				
Limit of six 1-week permits per household annually	Partial Cost	p.a./permit	58.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>RESIDENT PARKING</u>				
<u>RESIDENT PARKING PERMITS</u>				
Business Parking Permit				
Initial Business Parking Permit				
Very Low Environmental Impact - GVG Emissions 111.9 or less (was 4 stars or more), motorcycles and scooters	Partial Cost	per permit	46.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	per permit	67.00	0%
Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG (Standard Fee)	Partial Cost	per permit	89.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	178.00	0%
Replacement Business 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	22.00	0%
Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG (Standard Fee)	Partial Cost	per permit	28.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	57.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>PARKING STATIONS</u>				
<u>GOULBURN ST PARKING STATION</u>				
Permanent Parking				
Unreserved Parking - Electric Vehicle	Market	monthly	350.00	10%
Unreserved Parking - General	Market	monthly	450.00	10%
Unreserved Parking (Resident Parking within 500 metres)	Market	monthly	400.00	10%
Reserved Parking - General	Market	monthly	580.00	10%
Unreserved Parking - Motorcycle/Moped	Market	monthly	110.00	10%
Casual Parking				
Casual Parking - maximum hourly rate	Market	flat rate	12.00	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	22.00	10%
Lost Ticket Fee				
Monday - Sunday, Public Holidays	Market	per ticket per day	50.00	10%
Discount Parking				
Community Groups	Market	flat rate	15.00	10%
Charity Groups	Market	flat rate	15.00	10%
Police	Market	flat rate	16.00	10%
Approved City of Sydney Contractors working at Car Park	Zero	flat rate	-	10%
Parking Rates - Parking Station Special Events				
<i>For special events held within parking stations</i>				
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				
<i>For special events held within parking stations</i>				
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				
<i>As per Filming on Council Streets, Parks and Open Space</i>				
Additional venue hire rates apply per building by negotiation	Market	per hour	Fee	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>PARKING STATIONS</u>				
<u>KINGS CROSS PARKING STATION</u>				
Permanent Parking				
Unreserved Parking - Electric Vehicle	Market	monthly	200.00	10%
Unreserved Parking - General	Market	monthly	275.00	10%
Unreserved Parking (Resident Parking within 500 metres)	Market	monthly	230.00	10%
Reserved Parking - General	Market	monthly	320.00	10%
Unreserved Parking - Motorcycle/Moped	Market	monthly	110.00	10%
Casual Parking				
Casual Parking - maximum hourly rate	Market	flat rate	10.00	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 (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	370.00	10%
Large	Market	monthly	400.00	10%
Lost Ticket Fee				
Monday - Sunday, Public Holidays	Market	per ticket per day	50.00	10%
Discount Parking				
Community Groups	Market	flat rate	12.00	10%
Charity Groups	Market	flat rate	12.00	10%
Police	Market	flat rate	12.00	10%
Approved City of Sydney Contractors working at Car Park	Zero	flat rate	-	10%
Reduced Parking Fee - Basement Special (if offered)				
Fee - maximum (entry and exit conditions apply)	Market	flat rate	20.00	10%
Parking Rates - Parking Station Special Events				
<i>For special events held within parking stations</i>				
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				
<i>For special events held within parking stations</i>				
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				
<i>As per Filming on Council Streets, Parks and Open Space</i>				
Additional venue hire rates apply per building by negotiation	Market	per hour	Fee	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
TICKET PARKING				
TICKET PARKING CHARGES				
<i>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 City's 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</i>				
Peak Rates				
Area 1	Market	per hour	8.20	10%
Area 2	Market	per hour	6.20	10%
Off Peak Rates				
Area 1	Market	per hour	8.20	10%
Area 2	Market	per hour	4.20	10%
Ticket Parking Space Usage Fees				
<i>Applications - 3 business days notice is recommended</i>				
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	110.00	0%
Use of Ticket Parking Space - per space or 6m of kerb (Saturday, Sunday and Public Holidays)	Full Cost	per space, per day	75.00	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	1,234.00	0%
Ticket Parking Machine Removal Fees				
Per machine	Market	per removal	355.00	0%
Ticket Parking Machine installation on New Footing				
Per machine	Full Cost	per installation	888.00	0%
Ticket Parking Machine Reinstallation on Existing Footing				
Per machine	Full Cost	per re-installation	355.00	0%
Tariff Programming				
Per machine	Market	per tariff / programming	83.00	10%
Tariff Card Replacement				
Per machine	Market	per replacement	36.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CLEANSING & WASTE</u>				
<u>CLEANSING & WASTE - PLANT AND LABOUR</u>				
Labour Hire				
<i>Minimum Charge: 4 Hours. All plant must be operated by City of Sydney staff</i>				
Supervisor	Market	per hour	65.00	10%
Supervisor (Nights & Weekends)	Market	per hour	107.00	10%
Supervisor (Public Holidays)	Market	per hour	160.00	10%
Operator	Market	per hour	59.00	10%
Operator (Nights and Weekends)	Market	per hour	84.00	10%
Operator (Public Holidays)	Market	per hour	125.00	10%
Plant Hire				
<i>All plant must be operated by City of Sydney staff</i>				
2 Tonne Tipper / Response Truck	Market	per 4 hours	273.00	10%
Road Sweeper	Market	per hour	375.00	10%
Garbage Compactor	Market	per hour	266.00	10%
Footway Sweeper	Market	per hour	231.00	10%
Stream Plant	Market	per 4 hours	273.00	10%
Mobile Garbage Bin - Hire 240L	Market	per bin	13.00	10%
Mobile Garbage Bin - Delivery and Retrieval per 15 240L Bin count	Market	per delivery	273.00	10%
Mobile Garbage Bin - Hire 660L	Market	per bin	34.00	10%
Mobile Garbage Bin - Hire 1100L	Market	per bin	45.00	10%
Mobile Garbage Bin - Delivery and Retrieval per 4 660L/1100L Bin count	Market	per delivery	273.00	10%
Skip Bin Hire	Market	per unit	2,103.00	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 & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CLEANSING & WASTE				
DOMESTIC WASTE CHARGES				
Domestic Waste Management Annual Availability Charge (DWMAAC)				
<i>under section 496 of the Local Government Act 1993</i>				
Single Services				
Minimum Domestic Waste Charge (<120 litre red bin)	Full Cost	annual, per residual waste bin	335.00	0%
Domestic Waste Charge (120 litre red bin)	Full Cost	annual, per residual waste bin	509.00	0%
Domestic Waste Charge (240 litre red bin)	Full Cost	annual, per residual waste bin	1,024.00	0%
Domestic Waste Charge (360 litre red bin)	Full Cost	annual, per residual waste bin	1,533.00	0%
Domestic Waste Charge (660 litre red bin)	Full Cost	annual, per residual waste bin	2,557.00	0%
Domestic Waste Charge (1100 litre red bin)	Full Cost	annual, per residual waste bin	4,599.00	0%
<p>Shared Services: Determined by the total domestic general waste bin (red bin) capacity at the site, per week:</p> <p><i>Small: up to 80 litres</i></p> <p><i>Standard: 81 litres to 160 litres</i></p> <p><i>Large: 161 litres to 240 litres</i></p> <p><i>Extra Large: over 240 litres</i></p> <p><i>Where the City needs to increase the service size and/or collection frequency due to Work Health and Safety concerns, the small 1 x weekly collection charge will apply.</i></p> <p><i>This information is supplemental to the City's Statement of Revenue Policy (Rates), contained within the City's Operational Plan.</i></p>				
Small Domestic Waste Charge 1 x weekly	Full Cost	annual, per dwelling	335.00	0%
Small Domestic Waste Charge 2 x weekly	Full Cost	annual, per dwelling	386.00	0%
Small Domestic Waste Charge 3 x weekly	Full Cost	annual, per dwelling	426.00	0%
Standard Domestic Waste Charge 1 x weekly	Full Cost	annual, per dwelling	509.00	0%
Standard Domestic Waste Charge 2 x weekly	Full Cost	annual, per dwelling	552.00	0%
Standard Domestic Waste Charge 3 x weekly	Full Cost	annual, per dwelling	608.00	0%
Large Domestic Waste Charge 1 x weekly	Full Cost	annual, per dwelling	799.00	0%
Large Domestic Waste Charge 2 x weekly	Full Cost	annual, per dwelling	844.00	0%
Large Domestic Waste Charge 3 x weekly	Full Cost	annual, per dwelling	912.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CLEANSING & WASTE</u>				
<u>DOMESTIC WASTE CHARGES</u>				
Domestic Waste Management Annual Availability Charge (DWMAAC)				
<i>under section 496 of the Local Government Act 1993</i>				
Shared Services: Determined by the total domestic general waste bin (red bin) capacity at the site, per week:				
<i>Small: up to 80 litres</i>				
<i>Standard: 81 litres to 160 litres</i>				
<i>Large: 161 litres to 240 litres</i>				
<i>Extra Large: over 240 litres</i>				
<i>Where the City needs to increase the service size and/or collection frequency due to Work Health and Safety concerns, the small 1 x weekly collection charge will apply.</i>				
<i>This information is supplemental to the City's Statement of Revenue Policy (Rates), contained within the City's Operational Plan.</i>				
Extra Large Domestic Waste Charge 1 x weekly	Full Cost	annual, per dwelling	1,024.00	0%
Extra Large Domestic Waste Charge 2 x weekly	Full Cost	annual, per dwelling	1,069.00	0%
Extra Large Domestic Waste Charge 3 x weekly	Full Cost	annual, per dwelling	1,115.00	0%
Domestic Waste Charge, 7 day service area	Full Cost	annual, per dwelling	544.00	0%
 <u>STORMWATER MANAGEMENT SERVICE CHARGE</u>				
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 350m2 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 & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CLEANSING & WASTE				
RESOURCE RECOVERY - DOMESTIC WASTE SERVICE				
Mobile Garbage Bin (MGB) Replacement				
<i>Charges include supply and delivery of the bin</i>				
General Waste Bin (Red)				
50 litre bin	Market	per bin	110.00	0%
60 litre bin	Market	per bin	80.00	0%
70 litre bin	Market	per bin	162.00	0%
80 litre bin	Market	per bin	76.00	0%
120 litre bin	Market	per bin	76.00	0%
240 litre bin	Market	per bin	85.00	0%
360 litre bin	Market	per bin	136.00	0%
660 litre bin	Market	per bin	631.00	0%
1100 litre bin	Market	per bin	721.00	0%
Recycling Bin (Yellow)				
Recycling bin	Zero	per bin	-	0%
Organic Waste Bin (Green)				
Organic waste bin	Zero	per bin	-	0%
Food Scraps Bin				
Food Scraps Caddy	Partial Cost	per bin	10.00	0%
Food Scraps Bin - 70 litre	Partial Cost	per bin	145.00	0%
Repair of Mobile Garbage Bins (MGB)				
<i>includes supply and replacement, and recycling of replaced part</i>				
Lids				
up to 360 litre bin	Market	per bin / repair incident	31.00	0%
660 litre bin	Market	per bin / repair incident	188.00	0%
1100 litre bin	Market	per bin / repair incident	229.00	0%
Wheels				
up to 360 litre bin	Partial Cost	per bin / repair incident	36.00	0%
660 litre bin	Partial Cost	per bin / repair incident	68.00	0%
1100 litre bin	Partial Cost	per bin / repair incident	68.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

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")				
<i>Generally less than 10 crew, 1 camera, sound and 1 light and not on the road, and no disruption to public access or services or parking requirements</i>				
Application Fees				
Application Fee	Legislative	per booking	-	0%
Low Impact Filming				
<i>11-25 crew, minimal vehicles, minimal equipment/lighting, small unit base</i>				
Application Fees				
Application Fee	Legislative	per booking	150.00	0%
Site Inspection	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	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	32.50	0%
Medium Impact Filming				
<i>26-50 crew, max 10 trucks, some equipment, unit base</i>				
Application Fees				
Application Fee	Legislative	per booking	300.00	0%
Site Inspection	Legislative	per booking	150.00	0%
Late Application Fee	Full Cost	per booking	1,200.00	0%
Parking Fees				
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	32.50	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
FILMING				
FILMING AND STILL PHOTOGRAPHY ON COUNCIL STREETS, PARKS AND OPEN SPACES				
High Impact Filming				
<i>More than 50 crew, more than 10 trucks, significant construction, extensive equipment, large unit base</i>				
Application Fees				
Application Fee	Legislative	per booking	500.00	0%
Site Inspection	Legislative	per booking	150.00	0%
Late Application Fee	Full Cost	per booking	2,000.00	0%
Parking Fees				
<i>Fees are subject to negotiation.</i>				
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	32.50	0%
City of Sydney as a Tourist Destination				
<i>When the production's primary purpose is to highlight the City of Sydney as a tourist destination</i>				
Application Fees				
Application Fee	Zero	per booking	-	0%
Site Inspection	Zero	per booking	-	0%
Parking Fees				
<i>Fees are subject to negotiation.</i>				
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	32.50	0%
Registered Charity or Not for Profit Organisation				
<i>When the production and applicant are a registered charity or a not for profit organisation, and the primary purpose of the production is the improvement of or benefit to the City of Sydney community</i>				
Application Fees				
Application Fee	Zero	per booking	-	0%
Site Inspection Fee	Zero	per booking	-	0%
Parking Fees				
<i>Fees are subject to negotiation.</i>				
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	32.50	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
FILMING				
FILMING AND STILL PHOTOGRAPHY ON COUNCIL STREETS, PARKS AND OPEN SPACES				
Educational Institution				
<i>When the production and application are by or on behalf of an educational institution relating directly to a course or curriculum based assignment, and solely for a non-commercial purpose</i>				
Application Fees				
Application Fee	Zero	per booking	-	0%
Site Inspection Fee	Zero	per booking	-	0%
Parking Fees				
<i>Fees are subject to negotiation.</i>				
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space per 6m of kerb	Market	per car space per half day	32.50	0%
Parking Fees (Filming on Private Property)				
<i>When filming on private property only and parking is required</i>				
Application Fees				
Parking Application Fee	Legislative	per booking	150.00	0%
Parking Application Fee (Late Application)	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	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	32.50	0%
Traffic Control Assessment				
Low (Partial Road Closure) (stop/slow traffic control on local or Council managed road - Police consultation required)	Legislative	per assessment	100.00	0%
Medium (Partial Road Closure) (stop/slow traffic control on a multi-lane or state road - Police and RTA consultation required)	Legislative	per assessment	300.00	0%
Road Closure Fees for Filming and Photography				
<i>These fees apply to all types of film productions</i>				
Temporary Full or Partial Major Road Closure	Market	per block per day	1,100.00	0%
Temporary Full or Partial Minor Road Closure	Market	per block per day	550.00	0%
Miscellaneous Charges				
Site Supervision (Minimum 4 hour call out)	Market	per hour	80.00	10%
Catering in a park or open space if filming on private property (provided no other activities are conducted on City of Sydney land)	Market	per hour	160.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>HIRE OF LANDMARK VENUES, OUTDOOR VENUES, AND MARKETS</u>				
<u>LANDMARK VENUES</u>				
<p><i>The City of Sydney offers several landmark venues for hire, for corporate functions, wedding receptions, live performances, exhibitions, film shoots and other events.</i></p> <p><i>These landmark venues are:</i></p> <p><i>Sydney Town Hall – Centennial Hall</i></p> <p><i>Lower Town Hall</i></p> <p><i>Customs House – Barnet Long Room</i></p> <p><i>Paddington Town Hall – Stapleton Hall</i></p> <p><i>Venue hire and associated charges relating to these venues are detailed in Appendix 1</i></p>				
<u>OUTDOOR VENUES</u>				
<p><i>Venue hire and associated charges relating to Outdoor Venues are detailed in the Civic Spaces / Sportsfields / Parks section of this Schedule of Fees and Charges</i></p>				
<u>MARKETS</u>				
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%
Security Deposit	Security Deposit	per booking	Fee	0%
Site Maintenance Fee				
Site Maintenance Fee - by negotiation	Market	per booking	Fee + GST	10%
<u>PUBLIC LIABILITY INSURANCE (LANDMARK VENUES, OUTDOOR VENUES AND MARKETS)</u>				
<p><i>All parties hiring these types of Venues and Markets are required to provide proof of a \$10 million Public Liability Insurance policy before bookings can be confirmed.</i></p> <p><i>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:</i></p>				
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%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	%	GST
<u>PUBLIC LIABILITY INSURANCE</u>					
<u>(COMMUNITY AND LIBRARY VENUES)</u>					
<i>All parties hiring Community and Library Venues are required to provide proof of a \$10 million Public Liability Insurance policy before bookings are 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 fee rates:</i>					
Fee - based on a set percentage of the venue booking fee (excluding GST)	Partial Cost	per booking	10.00	%	10%
<u>COMMUNITY HALL HIRE</u>					
<u>DISCOUNTED HIRE RATES</u>					
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%
Artistic Rehearsal					
<i>Discounted rates are available for rehearsals at selected venues only. Conditions apply.</i>					
Individual independent artist/creative practitioner					
Weekday rate per hour	Partial Cost	per hour	15.00		10%
Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	18.00		10%
Group of independent artists/creative practitioners					
Weekday rate per hour	Partial Cost	per hour	20.00		10%
Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	22.00		10%
Other Hirers					
Discounts available for rehearsals at selected venues - on application only (conditions apply)	Partial Cost	per booking	Fee + GST		10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>COMMUNITY HALL HIRE</u>				
<u>STANDARD HIRE RATES</u>				
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	63.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	95.50	10%
Weekday full day rate	Market	per day	382.00	10%
Weekend and public holiday full day rate	Market	per day	960.00	10%
Main Hall - Glebe Town Hall only				
Weekday rate per hour	Market	per hour	76.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	115.00	10%
Weekday full day rate	Market	per day	461.00	10%
Weekend and public holiday full day rate	Market	per day	1,445.00	10%
Meeting Room (at all of the above venues)				
Weekday rate per hour	Market	per hour	38.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	60.00	10%
Weekday full day rate	Market	per day	231.00	10%
Weekend and public holiday full day rate	Market	per day	600.00	10%
Small Hall (at all of the above venues)				
Weekday rate per hour	Market	per hour	55.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	76.50	10%
Weekday full day rate	Market	per day	327.00	10%
Weekend and public holiday full day rate	Market	per day	768.00	10%
Chamber Hall A or B (half hall) - Glebe Town Hall only				
Weekday rate per hour	Market	per hour	47.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	60.00	10%
Weekday full day rate	Market	per day	280.00	10%
Weekend and public holiday full day rate	Market	per day	590.00	10%
Abraham Mott Hall				
Weekday rate per hour	Market	per hour	63.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	95.50	10%
Weekday full day rate	Market	per day	382.00	10%
Weekend and public holiday full day rate	Market	per day	960.00	10%
Peter Forsyth Auditorium				
Weekday rate per hour	Market	per hour	67.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	73.50	10%
Weekday full day rate	Market	per day	405.00	10%
Weekend and public holiday full day rate	Market	per day	730.00	10%
Brown St, Newtown				
Weekday rate per hour	Market	per hour	55.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	77.00	10%
Weekday full day rate	Market	per day	327.50	10%
Weekend and public holiday full day rate	Market	per day	768.00	10%
Benledi Community Room				
Weekday rate per hour	Market	per hour	55.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	77.00	10%
Weekday full day rate	Market	per day	327.50	10%
Weekend and public holiday full day rate	Market	per day	768.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>COMMUNITY HALL HIRE</u>				
<u>STANDARD HIRE RATES</u>				
Sydney Park Pavilion (Alan Davidson Facility)				
Weekday rate per hour	Market	per hour	77.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	150.00	10%
Weekday full day rate	Market	per booking	461.00	10%
Weekend and public holiday full day rate	Market	per booking	1,520.00	10%
Cliff Noble Centre, Booler Centre, Reg Murphy Centre, Abraham Mott Community Room, Harry Jensen Centre, Joseph Sargeant Centre, Redfern Oval Community Room, Mary McDonald Centre, Ron Williams Centre, St Helens Centre, Darlington Activity Centre				
Weekday rate per hour	Partial Cost	per hour	51.50	10%
Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	56.00	10%
Weekday full day rate	Market	per day	305.00	10%
Weekend and public holiday full day rate	Market	per day	558.00	10%
The Rex Centre				
Weekday rate per hour	Market	per hour	63.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	73.50	10%
Weekday full day rate	Market	per day	382.00	10%
Weekend and public holiday full day rate	Market	per day	728.00	10%
Tote Building Community Space				
Main Room and Community Spaces				
Weekday rate per hour	Market	per hour	51.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	56.00	10%
Weekday full day rate	Market	per day	305.00	10%
Weekend and public holiday full day rate	Market	per day	558.00	10%
Meeting Rooms				
Weekday rate per hour	Market	per hour	26.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	28.00	10%
Weekday full day rate	Market	per day	154.00	10%
Weekend and public holiday full day rate	Market	per day	279.00	10%
East Sydney Community Arts Centre				
Weekday rate per hour	Market	per hour	51.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	56.00	10%
Weekday full day rate	Market	per day	305.00	10%
Weekend and public holiday full day rate	Market	per day	558.00	10%
Darlinghurst Community Space				
Weekday rate per hour	Market	per hour	51.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	56.00	10%
Weekday full day rate	Market	per day	305.00	10%
Weekend and public holiday full day rate	Market	per day	558.00	10%
119 Redfern Street Redfern				
Weekday rate per hour	Market	per hour	51.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	56.00	10%
Weekday full day rate	Market	per day	305.00	10%
Weekend and public holiday full day rate	Market	per day	558.00	10%
Community	Partial Cost	per booking	0.00 - 15.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>COMMUNITY HALL HIRE</u>				
<u>STANDARD HIRE RATES</u>				
Harold Park Tram Shed Community Space				
Weekday rate per hour	Market	per hour	76.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	115.00	10%
Weekday full day rate	Market	per day	461.00	10%
Weekend and public holiday full day rate	Market	per day	1,445.00	10%
180 George St Sydney Community Space				
Weekday rate per hour	Market	per hour	63.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	95.50	10%
Weekday full day rate	Market	per day	382.00	10%
Weekend and public holiday full day rate	Market	per day	960.00	10%
Robyn Kemmis Reserve Community Space				
Weekday rate per hour	Market	per hour	35.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	53.00	10%
Weekday full day rate	Market	per day	215.00	10%
Weekend and public holiday full day rate	Market	per day	530.00	10%
Community	Partial Cost	per booking	0.00 - 15.00	10%
Sydney Park Cycling Centre				
Weekday rate per hour	Market	per hour	35.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	53.00	10%
Weekday full day rate	Market	per day	215.00	10%
Weekend and public holiday full day rate	Market	per day	530.00	10%
Community	Partial Cost	per booking	0.00 - 15.00	10%
<u>ADDITIONAL CHARGES</u>				
<i>Applies to all Community Halls</i>				
Additional Charges				
Elections - Election Day surcharge (charged in addition to the applicable daily rate)	Full Cost	per election	1,400.00	10%
Cleaning - quoted upon request	Market	per booking	Fee + GST	10%
Security - 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	91.50	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>LIBRARY HIRE</u>				
<u>HIRE OF LIBRARY AS A VENUE</u>				
Hire of Library as a venue				
Venue Hire				
Venue Hire - Commercial	Market	per hour	238.00	10%
Venue Hire - Community	Market	per hour	119.00	10%
Additional Charges				
Staff site supervision	Full Cost	per supervisor per hour	Fee + GST	10%
<u>HIRE OF LIBRARY ROOMS</u>				
Customs House Library, Green Square Library and Surry Hills Library				
<i>Available during library opening hours only.</i>				
<i>Please note: the Barnet Long Room at Customs House is operated as a commercial venue, booked through the City's Venue Management unit.</i>				
<i>Venue hire rates are outlined for the Barnet Long Room are outlined in Appendix 1</i>				
Room Hire				
Commercial	Market	per hour	68.00	10%
Community	Partial Cost	per hour	34.00	10%
Concession	Partial Cost	per hour	18.50	10%
Darling Square Library				
<i>Available during library opening hours only.</i>				
Room Hire - Level 1				
Idea Space - Half - Commercial	Market	per hour	58.00	10%
Idea Space - Half - Community Groups	Partial Cost	per hour	29.00	10%
Idea Space - Half - Concession	Partial Cost	per hour	18.50	10%
Idea Space - Full - Commercial	Market	per hour	102.00	10%
Idea Space - Full - Community Groups	Partial Cost	per hour	51.00	10%
Idea Space - Full - Concession	Partial Cost	per hour	31.00	10%
Additional Charges				
Additional Charges				
Security - quoted upon request	Market	per booking	Fee + GST	10%
AV Technician- quoted upon request, minimum 3 hours	Market	per booking	Fee + GST	10%
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 & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
RECREATION / COMMUNITY CENTRES				
ULTIMO COMMUNITY CENTRE				
Court Hire - Community				
Indoor 3/4 Court - Basketball / Netball / Badminton / Pickleball / Volleyball	Partial Cost	per hour	33.00	10%
Outdoor full court	Partial Cost	per hour	21.00	10%
Casual Court Use	Partial Cost	per person, per hire	0.00 - 7.00	10%
Table Tennis table hire	Partial Cost	per hour	0.00 - 15.00	10%
Court Hire - Standard				
Indoor 3/4 Court - Basketball / Netball / Badminton / Pickleball / Volleyball	Market	per hour	47.50	10%
Outdoor full court	Market	per hour	30.00	10%
Casual Court use	Market	per person, per hour	0.00 - 7.00	10%
Table Tennis table hire	Market	per hour	0.00 - 15.00	10%
Sports Competition				
Sports Competition	Market	per comp	607.00	10%
Sports Competition - Weekly Fee	Market	per week	61.00	10%
Venue Hire				
<i>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)</i>				
Other Event Court Hire				
Other Event Court Hire - Indoor Court	Market	per hour	96.50	10%
Other Event Court Hire - Court Peak (12.00pm-2.00pm and 6.00pm-8.00pm Monday to Thursday)	Full Cost	per hour	263.00	10%
Other Event Court Hire - Outdoor Court	Market	per hour	94.50	10%
Art/ Craft Room - Group hire rate				
Standard Rate	Market	per hour	44.00	10%
Littlebridge Hall Hire				
Standard Rate	Market	per hour	75.00	10%
Seminar Rooms 1 & 2				
Standard Rate	Market	per hour	51.50	10%
Courtyard - Area 1 or Area 2				
<i>Area 1 and Area 2 can be hired separately or together. If both are hired together the fee is doubled.</i>				
Standard Rate	Market	per area, per hour	43.50	10%
Equipment Hire and Sales				
Equipment Hire	Partial Cost	each	0.00 - 200.00	10%
Equipment and Materials Sales (at market rate)	Market	per item	Fee + GST	10%
Additional Venue Hire Costs				
Additional Staffing	Full Cost	each	Fee + GST	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>RECREATION / COMMUNITY CENTRES</u>				
<u>REDFERN COMMUNITY CENTRE</u>				
Centre Hire				
Community Rate - all spaces - on application, conditions apply	Partial Cost	per hour	0.00 - 32.00	10%
Meeting / Activity Room / Kitchen				
Standard	Partial Cost	per hour	36.00	10%
Performance Space / Youth Space				
Standard	Partial Cost	per hour	61.00	10%
Additional Venue Hire Costs				
Additional Staffing	Full Cost	each	Fee + GST	10%
<u>PYRMONT COMMUNITY CENTRE</u>				
<i>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.</i>				
Gymnasium - Standard				
6 month membership	Market	each	361.50	10%
3 month membership	Market	each	208.50	10%
1 month membership	Market	each	89.50	10%
10 visit pass	Market	each	126.00	10%
Casual visit	Market	each	16.00	10%
Gymnasium - Community				
6 month membership	Partial Cost	each	107.50	10%
3 month membership	Partial Cost	each	62.00	10%
1 month membership	Partial Cost	each	27.00	10%
10 visit pass	Partial Cost	each	45.00	10%
Casual visit	Partial Cost	each	5.00	10%
Other Gymnasium Fees				
Fitness Assessment and Fitness Program	Partial Cost	each	0.00 - 55.00	10%
Court Hire - Standard				
Maybanke Outdoor Full Court	Market	per hour	30.00	10%
Venue Hire				
<i>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)</i>				
Community Hall (Ground Floor)				
Standard Rate	Market	per hour	61.00	10%
Community Room 1 (Ground Floor)				
Standard Rate	Market	per hour	36.00	10%
Community Room 2 (Upstairs)				
Standard Rate	Market	per hour	51.50	10%
Community Room 3 (Upstairs)				
Standard Rate	Market	per hour	26.50	10%
Additional Venue Hire Costs				
Additional Staffing	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 & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
RECREATION / COMMUNITY CENTRES				
JUANITA NIELSEN CENTRE (WOOLLOOMOOLOO)				
<i>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.</i>				
Gymnasium - Standard				
6 month membership	Market	per person	361.50	10%
3 month membership	Market	per person	208.50	10%
1 month membership	Market	per person	89.50	10%
10 Visit Pass	Market	per person	126.00	10%
Casual visit	Market	per visit	16.00	10%
Gymnasium - Community				
6 month membership	Partial Cost	per person	107.50	10%
3 month membership	Partial Cost	per person	62.00	10%
1 month membership	Partial Cost	per person	27.00	10%
10 Visit Pass	Partial Cost	per person	45.00	10%
Casual visit	Partial Cost	per visit	5.00	10%
Gymnasium - Off Peak				
6 month membership	Partial Cost	per person	179.50	10%
3 month membership	Partial Cost	per person	105.00	10%
1 month membership	Partial Cost	per person	44.00	10%
Other Gymnasium Fees				
Fitness Assessment and Fitness Program	Partial Cost	each	0.00 - 55.00	10%
Equipment Hire and Sales				
Equipment Hire	Partial Cost	each	0.00 - 60.00	10%
Equipment and Materials Sales (at market rates)	Market	each	Fee + GST	10%
Venue Hire				
<i>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)</i>				
Community Hall/Community Room 1	Partial Cost	per hour	61.00	10%
Community Room 2	Partial Cost	per hour	26.50	10%
Consultation Room	Partial Cost	per hour	20.00	10%
Consultation Room 1/2 Day rate (4 hrs)	Partial Cost	per half day	70.00	10%
Consultation Room Full Day rate (8 hrs)	Partial Cost	per day	115.00	10%
Additional Venue Hire Costs				
Additional AV Hire	Full Cost	per booking	100.00	10%
Additional Staffing	Full Cost	per hour	Fee + GST	10%
Application Fee - Special Events				
<i>e.g. weddings, birthday parties, funerals, kitchen mobile units</i>				
Application Fee - commercial and private users	Full Cost	per event	235.00	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%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
RECREATION / COMMUNITY CENTRES				
KING GEORGE V RECREATION CENTRE				
<i>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.</i>				
Gymnasium - Standard				
Ezypay - 12 month (52 weeks)	Partial Cost	per fortnight	39.00	10%
12 month membership	Market	each	826.00	10%
6 month membership	Market	each	444.00	10%
3 month membership	Market	each	237.50	10%
Ezypay - non-contract	Market	per fortnight	48.50	10%
20 visit pass	Market	each	299.50	10%
Casual visit	Market	each	17.50	10%
7 day pass	Market	each	42.50	10%
Gymnasium - Community				
12 month membership	Partial Cost	each	206.50	10%
Ezypay - non-contract	Partial Cost	per fortnight	14.50	10%
6 month membership	Partial Cost	each	107.50	10%
Casual visit	Partial Cost	each	5.00	10%
20 visit pass	Partial Cost	each	93.00	10%
7 day pass	Partial Cost	each	12.50	10%
3 month membership	Partial Cost	each	62.00	10%
Other Gymnasium Fees				
Personal Trainer/Medical Practitioner Fee - Individual	Market	per fortnight	372.00	10%
Introductory Offer - first 3 visits (within 14 days of first visit)	Zero	each	-	10%
Membership Cancellation fee - as per terms & conditions	Partial Cost	each	Fee + GST	10%
Off-Peak Group Gym Hire (minimum 15 persons)	Market	per person	10.00	10%
Court Hire - Standard				
<i>Community/Not for Profit Organisation/Social Enterprise - a 50% discount applies to standard hire fees. Further discounts may be available to community groups on application only (conditions apply).</i>				
Indoor full court	Market	per hour	85.50	10%
Outdoor full court - Futsal	Market	per hour	64.00	10%
Casual court use	Market	per person, per hour	0.00 - 7.00	10%
Other Event Court Hire - Indoor Court	Market	per hour	132.00	10%
Other 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	263.00	10%
Other Event Court Hire - Outdoor Court	Market	per hour	95.00	10%
Sports Competitions				
Senior Teams (Standard 16 Week Competition Entry Fee)	Market	per comp	1,595.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
RECREATION / COMMUNITY CENTRES				
KING GEORGE V RECREATION CENTRE				
Venue Hire				
Community Room - Standard	Market	per hour	60.00	10%
Community Room - Community Group	Partial Cost	per hour	30.00	10%
Fitness Centre Exercise Floor - Standard	Market	per hour	80.50	10%
Fitness Centre Exercise Floor - Community Group	Market	per hour	40.00	10%
Additional Venue Hire Costs				
Additional Staffing	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%
FILMING AND EVENTS AT COMMUNITY FACILITIES				
COMMERCIAL FILMING/PHOTOSHOOTS				
<i>Additional venue hire rates apply.</i>				
<i>Refer to required facility for applicable rates</i>				
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	1,200.00	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	233.00	10%
Site Inspection Fee	Full Cost	per booking	176.00	10%
Late Application Fee	Full Cost	per booking	1,095.00	10%
Additional Venue Hire Costs at all Community Facilities				
<i>Applies to all centres</i>				
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	1,394.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CITY LEISURE FACILITIES				
<i>Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.</i>				
INDOOR AQUATIC FACILITIES				
<i>Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre</i>				
Pool Entry				
Casual Entry				
Adults	Market	each	8.80	10%
Concession	Partial Cost	each	6.60	10%
Families				
Family (2 adult, 2 children)	Market	per group	21.90	10%
Additional family member - adult	Market	each	8.80	10%
Additional family member - child	Market	each	5.70	10%
Swim/Steam/Sauna				
Adult	Market	each	17.00	10%
Concession	Partial Cost	each	13.00	10%
Swim/Steam/Sauna Multi Visit Pass (10 visit)				
Adult	Market	per pass	155.00	10%
Concession	Partial Cost	per pass	115.00	10%
Spectator				
All ages	Partial Cost	each	4.10	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	5.50	10%
Swimming Lesson	Partial Cost	each	4.00	0%
360 Go (Multi Visit Passes 20 visit)				
Adult	Market	per pass	142.50	10%
Concession	Partial Cost	per pass	107.40	10%
360 Family Package				
Standard	Partial Cost	per fortnight	105.30	10%
Concession	Partial Cost	per fortnight	79.00	10%
360 Pro Swim only Membership				
<i>Unlimited swimming only</i>				
Joining Fee	Partial Cost	each	55.80	10%
Joining Fee (Concession)	Partial Cost	each	41.80	10%
Adult	Market	per fortnight	40.30	10%
Concession	Partial Cost	per fortnight	30.10	10%
Other Fees				
Course - Provide First Aid	Market	each	120.80	10%
Course - Provide CPR	Market	each	13.40	10%
Card/Band Replacement	Partial Cost	each	13.40	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	5.00	10%
Centre supervised lesson	Partial Cost	each	9.60	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CITY LEISURE FACILITIES				
<i>Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.</i>				
INDOOR AQUATIC FACILITIES				
<i>Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre</i>				
Lane Hire - Community (plus pool entry)				
25 metre	Partial Cost	per lane/hr	15.50	10%
50 metre	Partial Cost	per lane/hr	22.20	10%
Carnival Booking Fee (refundable) - maximum 6 lanes	Security Deposit	per booking	280.30	0%
Lane Hire - Commercial (plus pool entry)				
25 metre	Partial Cost	per lane/hr	22.20	10%
50 metre	Partial Cost	per lane/hr	44.90	10%
Program Pool (part of)	Partial Cost	per lane/hr	52.10	10%
Hydrotherapy Pool	Partial Cost	per hr	245.70	10%
Aquatic Programs				
Aquarobics classes	Market	per class	22.00	10%
Aquarobics Seniors	Market	per class	16.40	10%
Aquarobic Multi (10 visit pass)	Partial Cost	per pass	197.90	10%
Aquarobic Concession Multi (10 visit pass)	Partial Cost	per pass	148.40	10%
Aqua Natal (2 sessions per week x 8 weeks)	Market	each	230.00	10%
Aqua Natal - Non Members (2 sessions per week x 8 weeks)	Market	each	290.00	10%
Hydrotherapy (Aquatic Therapy) Classes				
Adult	Partial Cost	per 45 mins	21.50	10%
Concession	Partial Cost	per 45 mins	16.10	10%
Exercise Physiologist Services				
NDIS - Exercise Physiologist	Partial Cost	per 60 mins	166.20	10%
NDIS - Personal Training	Partial Cost	per 60 mins	62.50	10%
Department of Veterans Affairs	Partial Cost	per 60 mins	72.30	10%
Chronic Disease GP Management Plans and Team Care Arrangements Program	Partial Cost	per 60 mins	59.90	10%
Private Session via Care Plans	Partial Cost	per 60 mins	91.40	10%
Workcover	Partial Cost	per 60 mins	120.80	10%
Private Session via Private Health Insurance	Partial Cost	per 60 mins	91.40	10%
Lockers (2 hours)				
Small	Partial Cost	per locker	2.00	10%
Large	Partial Cost	per locker	3.00	10%
Learn to Swim (Direct Debit and up-front payment options)				
1st child	Market	per fortnight	44.90	0%
2nd child	Partial Cost	per fortnight	42.30	0%
3rd child	Partial Cost	per fortnight	40.30	0%
Private Lessons				
Individual	Market	per 30 mins	62.00	0%
Double Private	Market	per 30 mins	90.30	0%
Swim Champs	Partial Cost	per 30 mins	8.80	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CITY LEISURE FACILITIES				
<i>Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.</i>				
INDOOR AQUATIC FACILITIES				
<i>Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre</i>				
Squads				
Casual Squad	Market	per hr	18.10	10%
Junior Dolphins	Market	per fortnight	52.70	10%
Swimfit	Market	per entry	18.10	10%
Squad Fees - offered as fortnightly				
Bronze (minimum 2 sessions per week)	Market	per fortnight	68.70	10%
Silver (minimum 4 sessions per week)	Market	per fortnight	83.60	10%
Gold (minimum 6 sessions per week)	Market	per fortnight	91.40	10%
Platinum Squad (minimum 6 sessions per week)	Market	per fortnight	92.90	10%
Blue Squad (minimum 4 sessions per week)	Market	per fortnight	51.60	10%
360 Pro Health & Fitness Memberships				
<i>Discounts may apply for specific promotions or campaigns</i>				
Membership Packages				
Joining Fees (includes assessment and exercise program)				
Joining Fee	Partial Cost	each	55.80	10%
Joining Fee (Concession)	Partial Cost	each	41.80	10%
Standard Package				
Standard Package - Flexi Term	Market	per fortnight	64.50	10%
12 Plus + Package	Market	per fortnight	48.50	10%
Teen Gym				
Fee	Partial Cost	per fortnight	30.50	10%
Concession Package				
Fee	Partial Cost	per fortnight	41.80	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	24.80	10%
Concession	Partial Cost	each	18.60	10%
Personal Training				
Single Session (60 mins)	Market	each	109.40	10%
Personal Training Multi Visit Passes				
Single Session (60 mins x 6 pack)	Market	per pass	547.00	10%
Personal Training Package (Direct Debit membership)				
1 Session per week (60 mins)	Market	per fortnight	189.90	10%
2 Sessions per week (60 mins)	Market	per fortnight	347.70	10%
Fitness Programs				
12 weeks (24 sessions) - Member	Market	each	372.70	10%
12 weeks (24 sessions) - non-member	Market	each	497.70	10%
Creche				
Members	Partial Cost	per hour	5.60	10%
Non-members	Partial Cost	per hour	10.10	10%
Sports Hall				
Casual adult	Market	each	9.10	10%
Casual Concession	Partial Cost	each	6.80	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CITY LEISURE FACILITIES				
<i>Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.</i>				
INDOOR AQUATIC FACILITIES				
<i>Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre</i>				
Match Fees, including player registration (up to 15 players)				
Soccer	Market	each	1,007.70	10%
Netball	Market	each	1,007.70	10%
Volleyball	Market	each	1,007.70	10%
Mixed Basketball	Market	each	1,007.70	10%
Men's Basketball	Market	each	1,007.70	10%
Court Hire				
Full Court	Market	per hr or part	49.00	10%
Half Court	Market	per hr or part	24.80	10%
Meeting Room Hire (Ian Thorpe Aquatic Centre only)				
<i>The meeting room has a maximum capacity of eight. Audio-visual facilities are not included in the hire fee.</i>				
Community Rate	Partial Cost	per hr	18.60	10%
Commercial Rate	Market	per hr	37.70	10%
Birthday Parties				
Catered (includes entry for supervising adult)	Partial Cost	per person	44.90	10%
Non Catered (includes entry for supervising adult)	Partial Cost	per person	27.90	10%
Car Parking (Ian Thorpe Aquatic)				
Lost Card Fee	Partial Cost	each	55.00	10%
1/2 hr - 1 hr	Partial Cost	per 1/2 hr	3.50	10%
1 hr - 1.5 hrs	Partial Cost	per 1/2 hr	4.80	10%
1.5 hrs - 2 hrs	Partial Cost	per 1/2 hr	8.00	10%
2 hrs - 2.5 hrs	Partial Cost	per 1/2 hr	14.00	10%
2.5 hrs - 3 hrs	Partial Cost	per 1/2 hr	16.50	10%
3 hrs - 3.5 hrs	Partial Cost	per 1/2 hr	19.00	10%
All Day Rate	Partial Cost	per day	55.00	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				
<i>Filming charges apply as per Filming on Council Streets, Parks and Open Space</i>				
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%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CITY LEISURE FACILITIES				
<i>Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.</i>				
OUTDOOR AQUATIC FACILITIES				
<i>Andrew (Boy) Charlton Pool, Prince Alfred Park Pool and Victoria Park Pool</i>				
Pool Entry				
Casual Entry				
Adult	Market	each	7.70	10%
Concession	Partial Cost	each	5.00	10%
Families				
Family (2 Adults/2 Children)	Partial Cost	each	21.00	10%
Additional Family Member - adult	Partial Cost	each	7.70	10%
Additional Family Member - concession	Partial Cost	each	5.00	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	5.50	10%
Swimming Lesson	Partial Cost	each	4.00	0%
Spectator				
All ages	Partial Cost	each	4.10	10%
360 Go (Multi-Visit Passes - 20 visit)				
Adult	Market	per pass	123.90	10%
Concession	Partial Cost	per pass	92.90	10%
360 Family Package				
Standard	Partial Cost	per fortnight	105.30	10%
Concession	Partial Cost	per fortnight	79.00	10%
360 Active Swim only Membership				
<i>Unlimited access to all outdoor swimming pools (swim only)</i>				
Joining Fee	Market	each	55.80	10%
Joining Fee Concession	Partial Cost	each	41.80	10%
Adult	Market	each / per fortnight	25.80	10%
Concession	Partial Cost	each / per fortnight	19.30	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	5.00	10%
Instructor Supervised Lesson	Partial Cost	each	9.60	10%
Lane Hire (plus entry fee)				
Community	Partial Cost	per lane / hr	22.50	10%
Commercial	Market	per lane / hr	44.90	10%
Carnival Booking Fee (refundable) - maximum 6 lanes	Security Deposit	per booking	271.00	0%
Aquatic Programs				
Aquarobics classes	Market	per class	22.00	10%
Aquarobic Multi (10 visit pass)	Market	per pass	197.90	10%
Aquarobic Concession Multi (10 visit pass)	Partial Cost	per class	148.40	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CITY LEISURE FACILITIES				
<i>Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.</i>				
OUTDOOR AQUATIC FACILITIES				
<i>Andrew (Boy) Charlton Pool, Prince Alfred Park Pool and Victoria Park Pool</i>				
Learn to Swim				
1st Child	Market	per fortnight	44.90	0%
2nd Child	Partial Cost	per fortnight	42.30	0%
3rd Child	Partial Cost	per fortnight	40.30	0%
Private Lesson - Individual	Market	per 30 min	62.00	0%
Swim Squad				
Swim Squad				
Casual	Market	each	18.10	10%
Biathlon				
Member	Market	each	24.00	10%
Non-Member	Market	each	28.50	10%
360 Active Health & Fitness Memberships				
<i>Discounts may apply for specific promotions or campaigns</i>				
360 Active Health & Fitness Membership Packages				
Joining Fee (includes assessment and exercise program)	Market	each	55.80	10%
Joining Fee Concession	Partial Cost	each	41.80	10%
Adult	Market	per fortnight	45.90	10%
Concession	Partial Cost	per fortnight	34.40	10%
Adult 12 Plus + Package	Market	per fortnight	34.10	10%
Health & Fitness				
Casual				
Adult	Market	each	21.70	10%
Concession	Partial Cost	each	16.20	10%
Personal Training				
Single Session (60 mins)	Market	each	109.50	10%
Personal Training Multi Visit Passes				
Single Session (60 mins x 10 pack)	Market	per pass	862.40	10%
Personal Training Package (Direct Debit membership)				
1 Session per week (60 mins)	Market	per fortnight	189.90	10%
2 Sessions per week (60 mins)	Market	per fortnight	347.70	10%
Fitness Programs				
12 weeks (24 sessions) - Member	Market	each	372.20	10%
12 weeks (24 sessions) - Non-Member	Market	each	497.10	10%
Andrew (Boy) Charlton Pool - Room Hire				
Community Rate - per hour	Partial Cost	per hour	41.80	10%
Commercial Rate - half day (1 to 4 hrs)	Partial Cost	per half day	679.40	10%
Commercial Rate - full day (4 to 8 hrs)	Partial Cost	per day	1,007.70	10%
Artistic Rehearsal Rates				
<i>Discounted rates are available for rehearsals, to independent artist(s) or creative practitioners. Please refer to discounted hire rates listed under Community Hall Hire.</i>				
Artistic Rehearsal Rate	Partial Cost	per hour	Fee	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CITY LEISURE FACILITIES</u>				
<i>Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.</i>				
<u>OUTDOOR AQUATIC FACILITIES</u>				
<i>Andrew (Boy) Charlton Pool, Prince Alfred Park Pool and Victoria Park Pool</i>				
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	44.90	10%
Non Catered (includes entry for supervising adult)	Partial Cost	per person	27.90	10%
Other Fees				
Card/Band replacement	Partial Cost	each	13.40	10%
Swim Certificate	Partial Cost	each	28.40	10%
Commercial Filming/ Photo shoots				
<i>Filming charges apply as per Filming on Council Streets, Parks and Open Space</i>				
Additional Venue Hire Rates by negotiation	Market	per hour	Fee	0%
<u>RUSHCUTTERS BAY PARK TENNIS COURTS & KIOSK</u>				
Casual Court Hire				
Day				
Adult	Market	per hour	29.40	10%
Concession	Partial Cost	per hour	22.00	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Evening, Weekend, Public Holidays				
Adult	Market	per hour	36.10	10%
Concession	Partial Cost	per hour	26.80	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Reg Bartley Grandstand - Room Hire				
Meeting Room - Community hourly rate (minimum booking: 3 hours)	Partial Cost	per hour	17.00	10%
Meeting Room - Commercial hourly rate	Market	per hour	31.50	10%
Community Room - Community hourly rate (minimum booking: 3 hours)	Partial Cost	per hour	28.40	10%
Community Room - Commercial daily rate	Market	per hour	52.70	10%
Meeting Room - Community daily rate (8 hours duration)	Partial Cost	per day	95.20	10%
Meeting Room - Commercial daily rate (8 hours duration)	Market	per day	126.00	10%
Community Room - Community daily rate (8 hours duration)	Partial Cost	per day	155.40	10%
Community Room - Commercial daily rate (8 hours duration)	Market	per day	213.70	10%
Security Deposit (refundable)	Security Deposit	each	59.40	0%
Artistic Rehearsal Rates				
<i>Discounted rates are available for rehearsals, to independent artist(s) or creative practitioners. Please refer to discounted hire rates listed under Community Hall Hire.</i>				
Artistic Rehearsal Rate	Partial Cost	per hour	Fee	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CITY LEISURE FACILITIES</u>				
<i>Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.</i>				
<u>PRINCE ALFRED PARK TENNIS COURTS</u>				
Casual Court Hire				
<i>Discounts may apply for memberships and promotions</i>				
Day				
Adult	Market	per hour	29.40	10%
Concession	Partial Cost	per hour	22.00	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Evening, Weekend, Public Holidays				
Adult	Market	per hour	36.10	10%
Concession	Partial Cost	per hour	26.80	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Coronation Centre Community Room				
Community Group	Partial Cost	per hour	41.00	10%
Commercial Hire	Market	per hour	81.60	10%
Artistic Rehearsal Rates				
<i>Discounted rates are available for rehearsals, to independent artist(s) or creative practitioners. Please refer to discounted hire rates listed under Community Hall Hire.</i>				
Artistic Rehearsal Rate	Partial Cost	per hour	Fee	10%
<u>ALEXANDRIA PARK TENNIS COURTS</u>				
Casual Court Hire				
Day				
Adult	Market	per hour	29.40	10%
Concession	Partial Cost	per hour	22.00	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Evening, Weekend, Public Holidays				
Adult	Market	per hour	36.10	10%
Concession	Partial Cost	per hour	26.80	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
<u>BEACONSFIELD PARK TENNIS COURTS</u>				
Casual Court Hire				
Day				
Adult	Market	per hour	29.40	10%
Concession	Partial Cost	per hour	22.00	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Evening, Weekend, Public Holidays				
Adult	Market	per hour	36.10	10%
Concession	Partial Cost	per hour	26.80	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CITY LEISURE FACILITIES</u>				
<i>Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.</i>				
<u>ST JAMES PARK TENNIS COURTS</u>				
Casual Court Hire				
Day				
Adult	Market	per hour	29.40	10%
Concession	Partial Cost	per hour	22.00	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Evening, Weekend, Public Holidays				
Adult	Market	per hour	36.10	10%
Concession	Partial Cost	per hour	26.80	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
<u>TURRUWUL PARK TENNIS COURTS</u>				
Casual Court Hire				
Day				
Adult	Market	per hour	29.40	10%
Concession	Partial Cost	per hour	22.00	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
Evening, Weekend, Public Holidays				
Adult	Market	per hour	36.10	10%
Concession	Partial Cost	per hour	26.80	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%
<u>CYCLING</u>				
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 & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CITY LEISURE FACILITIES				
<i>Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.</i>				
<u>PERRY PARK RECREATION CENTRE</u>				
Court Hire				
<i>Basketball, netball, volleyball, futsal, badminton, pickleball, multi-sports</i>				
Casual Entry				
<i>(minimum: 30 minutes)</i>				
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				
Standard	Market	per hour	86.40	10%
Concession	Partial Cost	per hour	64.80	10%
Court Hire Rate - Regular Booking	Partial Cost	per hour	77.80	10%
Casual Court Hire - Half Court				
Standard	Market	per hour	47.80	10%
Concession	Partial Cost	per hour	35.90	10%
Badminton and Pickleball Court Hire - Full Court				
Standard	Market	per hour	24.20	10%
Concession	Partial Cost	per hour	18.20	10%
Futsal International Court Hire - Full Court				
<i>Both a hire fee and a set-up/pack down fee apply</i>				
Standard	Market	per hour	172.80	10%
Set-up/pack-down	Market	per hour	Fee + GST	10%
Spectator seating relocation	Market	per hour	Fee + GST	10%
Venue Hire				
<i>Community / Not for Profit groups - a 50% discount applies</i>				
Meeting Room - Standard	Market	per hour	55.00	10%
Event Hire				
Full Courts - during sports competition time	Market	per hour per court	263.30	10%
Full Courts - Other	Market	per hour per court	132.20	10%
Additional Court / Venue / Event Hire Charges				
Deposit (Refundable)	Security Deposit	per event	Fee	0%
Cleaning	Market	per event / booking	Fee + GST	10%
Advertising - internal hanging of banner (minimum 5 hours)	Market	per event	579.70	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%
Showcourt seating - Set-up/pack-down fee	Market	per hour	Fee + GST	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CITY LEISURE FACILITIES</u>				
<i>Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.</i>				
<u>PERRY PARK RECREATION CENTRE</u>				
City Run Programs				
Sports Competitions				
Senior	Market	per round per team	94.50	10%
Junior	Market	per round per team	79.00	10%
City Run Programs and Events				
Program / Event	Partial Cost	per session	Fee + GST	10%
Other				
Kiosk and merchandise				
Kiosk sales	Market	each	Fee + GST	10%
Merchandise sales	Market	each	Fee + GST	10%
<u>CIVIC SPACES / SPORTS FIELDS / PARKS</u>				
<u>CIVIC SPACES (INCLUDES FOOTPATH / PEDESTRIANISED STREET SECTIONS) - HIRE CHARGES</u>				
<i>See Appendix 2 for list of Civic Spaces.</i>				
Promotional Events, Concerts, Festivals and One-Off Markets				
Recurring Markets	Market	per month per location	Fee + GST	10%
Commercial and Private Users				
Commercial and Private Users	Market	per hour per location	380.00	10%
Commercial and Private Users - Local (applies to promotions, activations and events produced by an existing business within 50 metres of their business address)	Market	by negotiation	Fee + GST	10%
Bump-in/Bump-out Fee	Market	by negotiation	Fee + GST	10%
Non-Commercial Users				
Non Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Zero	per hour per location	-	10%
Non-commercial, informative or artistic installations and activities	Zero	per hour per location	-	10%
Other Event Types				
Events using greater than 50% of the publicly available space on the site, ancillary spaces to an anchor venue or commercially ticketed/restricted	Market	by negotiation	Fee + GST	10%
Product Sampling				
<i>(excluding Pitt Street Mall)</i>				
Sampling as stand-alone activity or primary purpose	Market	per hour per location	800.00	10%
Rallies, Marches, Commemoration and Memorial Services				
All User categories	Zero	per hour per location	-	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CIVIC SPACES / SPORTS FIELDS / PARKS</u>				
<u>CIVIC SPACES (INCLUDES FOOTPATH / PEDESTRIANISED STREET SECTIONS) - HIRE CHARGES</u>				
Civic Spaces - Additional Charges (all user categories & event types)				
Martin Place				
Martin Place - commercial events of 3 days or longer duration	Market	per day	5,590.00	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%
Pitt St Mall				
Corporate Promotions - Pitt Street Mall	Market	per hour	800.00	10%
Pitt Street Mall - commercial events of 3 days or more duration	Market	per day	8,000.00	10%
Pitt Street Mall - Sampling as stand-alone activity or primary purpose	Market	per hour per location	1,300.00	10%
Other Booking Types				
Frontline Health Services	Zero	per hour per location	-	10%
Other Fees				
Overnight Holding Fee	Market	per 12 hours per location	700.00	10%
Other Event Equipment and Structures				
Use of unbranded barricades for crowd management at the City's request	Zero	per hour	-	10%
Free-standing triffid signs, light boxes or floor decals to promote community events	Market	per day per location	20.00	10%
Free-standing ticket boxes/booths for community events	Market	per day per location	75.00	10%
Event Supervision				
On-Site Event Staff (minimum 4 hour call out)	Market	per hour per person	67.50	10%
Site Supervision (minimum 4 hour call out)	Market	per hour per person	80.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CIVIC SPACES / SPORTS FIELDS / PARKS</u>				
<u>ICONIC PARKS - HIRE CHARGES</u>				
<i>(Sports not permitted in Iconic Parks. See Appendix 2 for list of Iconic Parks)</i>				
Promotional Events, Concerts, Festivals and One-Off Markets				
Landmark Event of State Significance				
Landmark Event of State Significance	Market	by negotiation	Fee + GST	10%
Commercial and Private Users				
Commercial and Private Users	Market	per hour per location	325.00	10%
Bump-in/Bump-out Fee	Market	by negotiation	Fee + GST	10%
Non-Commercial Users				
Non Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Zero	per hour per location	-	10%
Non-commercial, informative or artistic installations and activities	Zero	per hour per location	-	10%
Other Event Types				
Events using greater than 50% of the publicly available space on the site, ancillary spaces to an anchor venue or commercially ticketed/restricted	Market	by negotiation	Fee + GST	10%
Other Event Equipment and Structures				
Free-standing triffid signs, light boxes or floor decals to promote community events	Market	per day per location	20.00	10%
Free-standing ticket boxes/booths for community events	Market	per day per location	75.00	10%
Major Ticketed Events				
<i>Defined as events which are commercial, fenced and ticketed, with attendees of 5,000 or more at any one time</i>				
Event Hire Day Fee	Market	per event day	4,500.00	10%
Bump-in/Bump-out Fee	Market	per bump-in / bump-out day	4,500.00	10%
Commission on box office ticket sale receipts (calculated as a flat percentage of receipts)	Market	per occasion	Fee %	10%
Product Sampling				
Sampling as stand-alone activity or primary purpose	Market	per hour per location	800.00	10%
Rallies, Marches, Commemoration and Memorial Services				
All User categories	Zero	per hour per location	-	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CIVIC SPACES / SPORTS FIELDS / PARKS</u>				
<u>ICONIC PARKS - HIRE CHARGES</u>				
<i>(Sports not permitted in Iconic Parks. See Appendix 2 for list of Iconic Parks)</i>				
Iconic Parks - Additional Charges				
(all user categories & event types)				
Hyde Park North				
Hyde Park North	Market	per hour	540.00	10%
Other Booking Types				
Ceremonies, Proposals, and Other Non-Event Uses	Market	per 3 hour block	830.00	10%
Frontline Health Services	Zero	per occasion	-	10%
Other Fees				
Overnight Holding Fee	Market	per 12 hours per location	550.00	10%
Event Supervision				
On-Site Event Staff (minimum 4 hour call out)	Market	per hour per person	67.50	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
NEIGHBOURHOOD PARKS - HIRE CHARGES				
<i>(Sports not permitted in Neighbourhood Parks. See Appendix 2 for list of Neighbourhood Parks)</i>				
Promotional Events, Concerts, Festivals and One-Off Markets				
Landmark Event of State Significance	Market	by negotiation	Fee + GST	10%
Commercial and Private Users				
Commercial and Private Users	Market	per hour per location	227.00	10%
Bump-in/Bump-out Fee	Market	by negotiation	Fee + GST	10%
Non-Commercial Users				
Non Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Zero	per hour per location	-	10%
Non-commercial, informative or artistic installations and activities	Zero	per hour per location	-	10%
Other Event Types				
Events using greater than 50% of the publicly available space on the site, ancillary spaces to an anchor venue or commercially ticketed/restricted	Market	by negotiation	Fee + GST	10%
Other Event Equipment and Structures				
Free-standing triffid signs, light boxes or floor decals to promote community events	Market	per day per location	20.00	10%
Product Sampling				
Sampling as stand-alone activity or primary purpose	Market	per hour per location	800.00	10%
Rallies, Marches, Commemoration and Memorial Services				
All User categories	Zero	per hour per location	-	10%
Neighbourhood Parks - Additional Charges (all user categories & event types)				
Other Booking Types				
Ceremonies, Proposals and Other Non-Event Uses	Market	per 3 hour block	425.00	10%
Frontline Health Services	Zero	per occasion	-	10%
Other Fees				
Overnight Holding Fee	Market	per 12 hours per location	340.00	10%
Event Supervision				
On-Site Event Staff (minimum 4 hour call out)	Market	per hour per person	67.50	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CIVIC SPACES / SPORTS FIELDS / PARKS</u>				
<u>POCKET PARKS - HIRE CHARGES</u>				
<i>(Sports, Rallies etc not permitted in Pocket Parks. See Appendix 2 for list of Pocket Parks)</i>				
Promotional Events, Concerts, Festivals and One-Off Markets				
All User categories	Market	by negotiation	Fee + GST	10%
Other Event Types				
Events using greater than 50% of the publicly available space on the site, ancillary spaces to an anchor venue or commercially ticketed/restricted	Market	by negotiation	Fee + GST	10%
Pocket Parks - Additional Charges (all user categories & event types)				
Other Booking Types				
Ceremonies, Proposals and Other Non-Event Uses	Market	per 3 hour block	425.00	10%
Frontline Health Services	Zero	per occasion	-	10%
Other Fees				
Overnight Holding Fee	Market	by negotiation	Fee + GST	10%
Event Supervision				
On-Site Event Staff (minimum 4 hour call out)	Market	per hour per person	67.50	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CIVIC SPACES / SPORTS FIELDS / PARKS</u>				
<u>LEVEL A SPORTING FIELDS</u>				
<i>See Appendix 2 for list of Level A Sporting Fields.</i>				
Casual Sport Booking				
Weekdays				
Commercial and Private Users	Market	per hour	88.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	-	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	64.00	10%
Weekends				
Commercial and Private Users	Market	per hour	98.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	-	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	74.00	10%
Seasonal Sport Bookings				
Weekdays				
Commercial and Private Users	Market	per hour	49.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	-	10%
Registered NFP Organisations, Charities and Other Schools	Partial Cost	per hour	35.00	10%
Weekends				
Commercial and Private Users	Market	per hour	55.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	-	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	40.00	10%
<u>LEVEL B SPORTING FIELDS</u>				
<i>See Appendix 2 for list of Level B Sporting Fields.</i>				
Casual Sport Booking				
Weekdays				
Commercial and Private Users	Market	per hour	52.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	-	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	37.00	10%
Weekends				
Commercial and Private Users	Market	per hour	56.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	-	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	42.00	10%
Seasonal Sport Bookings				
Weekdays				
Commercial and Private Users	Market	per hour	28.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	-	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	21.00	10%
Weekends				
Commercial and Private Users	Market	per hour	31.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	-	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	24.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CIVIC SPACES / SPORTS FIELDS / PARKS</u>				
<u>SYNTHETIC SPORTING FIELDS</u>				
Gunyama Park				
Hire - Full Field				
Non-Commercial (Registered Not For Profit Organisations)	Market	per hour	186.20	10%
Off Peak (before 4pm)	Market	per hour	104.30	10%
Commercial	Market	per hour	358.10	10%
Seasonal Booking - 25% discount on normal hire rate	Market	per hour	Fee + GST	10%
Hire - Schools Use (Full Field)				
Schools within the City of Sydney local government area - school term sport	Zero	per hour	-	10%
Schools outside the City of Sydney local government area - school term sport	Partial Cost	per hour	101.20	10%
School Carnival/Tournament - weekday 9am - 3pm	Partial Cost	per hour	101.20	10%
Cancellation Fees				
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%
Administration Fees				
Security Deposit	Security Deposit	per event / booking	558.60	0%
Room Hire				
Studio 1 - Commercial	Market	per hour	49.60	10%
Studio 1 - Community	Market	per hour	32.50	10%
Studio 2 - Commercial	Market	per hour	49.60	10%
Studio 2 - Community	Market	per hour	32.50	10%
Studio 2 & 3 - Community	Market	per hour	42.60	10%
Studio 2 & 3 - Commercial	Market	per hour	65.60	10%
Meeting Room 1 - Commercial (AV available, cap of 12)	Market	per hour	49.60	10%
Meeting Room 1 - Community (AV available, cap of 12)	Market	per hour	23.70	10%
Meeting Room 2 - Commercial (AV available, cap of 8)	Market	per hour	37.70	10%
Meeting Room 2 - Community (AV available, cap of 8)	Market	per hour	18.60	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CIVIC SPACES / SPORTS FIELDS / PARKS</u>				
<u>SYNTHETIC SPORTING FIELDS</u>				
Gunyama Park				
Hire - Events/Hire Costs (Full Field)				
Programs				
Additional Field Time - Non-Commercial (55% of hire fee)	Market	per hour	92.40	10%
Events				
Event Field Hire - Standard	Market	per hour	172.80	10%
Event Field Hire - Commercial	Market	per hour	360.60	10%
Bump in / Bump out	Market	per hour	Fee + GST	10%
Parties				
Party - non catered (minimum of 10 people, 1 hour field time)	Market	per person per hour	19.10	10%
Additional Staff	Full Cost	per hour	Fee + GST	10%
Additional Field Time - Off Peak (55% of hire fee)	Market	per hour	57.30	10%
Party Deposit (to be paid on confirmation of the party. The deposit is deducted from the balance of the party fees)	Market	per event / booking	112.00	10%
Cancellation Fees				
Cancellation Fees < 1 week (100% deposit)	Market	per event / booking	Fee + GST	10%
Administration Fees				
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 Competitions and Programs				
Sports Competitions				
Senior (upfront lump sum payment accepted)	Market	per round per team	78.50	10%
Junior	Market	per round per team	64.00	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	279.30	10%
Cancellation Fees - less than 1 week (100% of deposit)	Market	per team per comp	Fee + GST	10%
Programs				
Centre Run School Programming - during school terms and school hours	Partial Cost	per person per hour	15.00	10%
Children Term Program - after school hours	Partial Cost	per person per hour	15.00	10%
School Holiday Programming	Partial Cost	per person per hour	15.00	10%
Group (16 years and over) - sport program	Partial Cost	per person per hour	10.80	10%
Concession Group	Partial Cost	per person per hour	8.20	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CIVIC SPACES / SPORTS FIELDS / PARKS</u>				
<u>SYNTHETIC SPORTING FIELDS</u>				
Getiela Synthetic Sportsfield				
Hire - Full Field				
Non-Commercial (Registered Not for Profit Organisations)	Market	per hour	186.20	10%
School Holiday Hire (before 6pm on weekdays)	Market	per hour	104.30	10%
Commercial	Market	per hour	358.10	10%
Seasonal Booking (Non-Commercial)	Market	per hour	139.70	10%
Hire - Schools Use (Full Field)				
Schools within the City of Sydney local government area - school term sport	Zero	per hour	-	10%
Schools outside the City of Sydney local government area - school term sport	Market	per hour	101.20	10%
Hire - Events/Hire Costs (Full Field)				
Event Field Hire - Standard	Market	per hour	172.80	10%
Event Field Hire - Commercial	Market	per hour	360.60	10%
Events Field Hire - during sports competition time	Market	per hour	Fee + GST	10%
Bump in / Bump out	Market	per hour	Fee + GST	10%
Additional Event/Booking Hire Costs				
Security Deposit (refundable)	Security Deposit	per event / booking	Fee	0%
Cleaning	Market	per event / booking	Fee + GST	10%
Sports Competitions and Programs				
Sports Competitions				
Senior - quarter field	Market	per team per round	78.50	10%
Senior - half field	Market	per team per round	98.00	10%
Senior - full field	Market	per team per round	165.00	10%
Junior - quarter field	Market	per team per round	70.00	10%
Junior - half field	Market	per team per round	88.00	10%
Junior - full field	Market	per team per round	148.50	10%
Programs				
Program / Event	Partial Cost	per person per hour	Fee + GST	10%
School Holiday Programming	Partial Cost	per person per hour	Fee + GST	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CIVIC SPACES / SPORTS FIELDS / PARKS</u>				
<u>SYNTHETIC SPORTING FIELDS</u>				
Perry Park Synthetic Sportsfield				
Hire - Full Field				
Non-Commercial (Registered Not for Profit Organisations)	Market	per hour	186.20	10%
School Holiday Hire (before 6pm on weekdays)	Market	per hour	104.30	10%
Commercial	Market	per hour	358.10	10%
Seasonal Booking (Non-Commercial)	Market	per hour	139.70	10%
Hire - Schools Use (Full Field)				
Schools within the City of Sydney local government area - school term sport	Zero	per hour	-	10%
Schools outside the City of Sydney local government area - school term sport	Market	per hour	101.20	10%
Hire - Events/Hire Costs (Full Field)				
Event Field Hire - Standard	Market	per hour	172.80	10%
Event Field Hire - Commercial	Market	per hour	360.60	10%
Event Field Hire - during sports competition time	Market	per hour	Fee + GST	10%
Bump-in/Bump-out	Market	per hour	Fee + GST	10%
Additional Event/Booking Hire Costs				
Security Deposit (refundable)	Security Deposit	per event / booking	Fee	0%
Cleaning	Market	per event / booking	Fee + GST	10%
Sports Competitions and Programs				
Sports Competitions				
Senior - quarter field	Market	per team per round	78.50	10%
Senior - half field	Market	per team per round	98.00	10%
Senior - full field	Market	per team per round	165.00	10%
Junior - quarter field	Market	per team per round	70.00	10%
Junior - half field	Market	per team per round	88.00	10%
Junior - full field	Market	per team per round	148.50	10%
Programs				
Program / Event	Market	per person per hour	Fee + GST	10%
School Holiday Programming	Market	per person per hour	Fee + GST	10%
The Crescent Synthetic Sportsfield				
Hire - Half Field				
Commercial and Private Users	Market	per hour	171.00	10%
Non-Commercial (Registered Not For Profit Organisations, Charities)	Partial Cost	per hour	87.50	10%
Hire - Schools Use (Half Field)				
Schools within the City of Sydney local government area	Zero	per hour	-	10%
Seasonal Sport Bookings				
Non-Commercial (Registered Not For Profit Organisations, Charities)	Partial Cost	per hour	65.50	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CIVIC SPACES / SPORTS FIELDS / PARKS</u>				
<u>SPORTING FIELDS - ADDITIONAL CHARGES</u>				
<u>(All user categories and event types)</u>				
Additional Charges (all user categories & event types)				
Other Event Types				
Events using greater than 50% of the publicly available space on the site, ancillary spaces to an anchor venue or commercially ticketed/restricted	Market	by negotiation	Fee + GST	10%
Other Booking types				
Other Booking Types				
Standard cricket net hire charge (all nets, all days)	Market	per hour	45.00	10%
<u>ADDITIONAL CHARGES - ALL LOCATIONS, EVENTS, USER CATEGORIES</u>				
Security Bond				
<i>Security bonds are set by negotiation. A minimum bond of 10% of the total event fee applies.</i>				
Security Bond - all user categories	Security Deposit	per event	Fee	0%
Application Fee (All Event Applications)				
Commercial and Private Users				
Commercial and Private Users	Market	per event	350.00	10%
Non-Commercial Users				
Frontline Health Care Services	Zero	per event	-	10%
Non Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Partial Cost	per event	65.00	10%
Non-commercial, informative or artistic installations and activities	Zero	per hour per location	-	10%
Other Event Equipment and Structures				
Use of unbranded barricades for crowd management (at the City's request)	Zero	per hour per location	-	10%
Administration Charges				
Public exhibition and advertising costs	Full Cost	by quotation	Fee	10%
Reissue of a permit within 48 hours of event commencement	Full Cost	per permit	323.00	10%
Cancellation Charges				
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	-	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	80.00	10%
User Pays Rangers (minimum 4 hour call per call out)	Full Cost	per hour	96.00	10%
On-Site Event Staff (Minimum 4 hour call out)	Market	per hour per person	67.50	10%
Event Management - Site Arborist / Parks Manager	Partial Cost	per hour	90.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CIVIC SPACES / SPORTS FIELDS / PARKS</u>				
<u>ADDITIONAL CHARGES - ALL LOCATIONS, EVENTS, USER CATEGORIES</u>				
Vehicle Access to Site				
Standard Vehicle Entry (e.g.: maintenance vehicles)	Market	per vehicle	175.00	0%
Heavy Goods Vehicle/Crane Entry fee	Market	per vehicle	1,305.00	0%
Removal of Bollards, opening of gates for vehicle entry and closure	Market	per occasion	160.00	10%
Power Access to Site				
<i>At sites where power is available</i>				
3 Phase Power Access	Full Cost	per location per day	215.00	10%
Single Phase Power Access	Full Cost	per location per day	90.00	10%
Smart Pole Power Access (City smartpoles only)	Full Cost	by quotation	Fee + GST	10%
Use of Park/Civic Space - for construction/material storage (not associated with an event)				
Application Fee	Market	per application	540.00	0%
Usage Fee	Market	per m2 per day	44.00	10%
Use of Park/Civic Space - for construction/material storage (associated with an event)				
Usage Fee	Market	per m2 per day	27.00	10%
Miscellaneous Charges (associated with an event)				
Ancillary Use of Park				
Ancillary Use of Park - 4 hour Fee	Market	per 4 hours	323.00	10%
Ancillary Use of Park - 8 hour Fee	Market	per 8 hours	538.00	10%
Ancillary Use - no more than 1m2 footprint e.g. free-standing promotional install / light boxes) <i>(subject to compliance with all relevant conditions and approvals)</i>				
Commercial Uses	Market	per day	20.00	10%
Community Events	Zero	per day	-	10%
Flower Box relocation <i>- relocation includes return to correct position</i>				
Flower Box relocation - within site (100m)	Full Cost	per occasion	Fee + GST	10%
Flower Box relocation - off-site	Full Cost	per occasion	Fee + GST	10%
Turning On and 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%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
<u>PARKS AND OPEN SPACES - RECTIFICATION CHARGES</u>				
<i>The purpose of these charges is to repair, restore or make good the City's parks, to restore their condition to that of pre-event condition.</i>				
Rectification of Turf				
<i>Includes cleansing of the park, including cleaning and waste disposal.</i>				
Turf Replacement				
<i>Turf replacement includes clearing turf and disposing of material, sub-soil preparation, supply and installation of turf rolls, cultivation and levelling, fertilising, and a minimum 6 week establishment period. It excludes top dressing and fencing.</i>				
Buffalo Turf Replacement	Partial Cost	per m2	56.00	10%
Kikuyu Turf Replacement	Partial Cost	per m2	42.00	10%
Turf Treatment/Enhancement				
Top Dressing (includes supply, spread and levelling of premium turf top dressing soil.	Partial Cost	per m2	13.00	10%
Decompaction and aeration	Partial Cost	per hour	274.00	10%
Rectification of Garden Beds				
<i>Garden Bed Restoration (includes clearing, stripping and disposal of impacted material, supply, installation, and levelling of garden soil and mulch. It excludes supply, installation and establishment of plants).</i>				
Turf Treatment/Enhancement Plant Replacement	Partial Cost	each	33.00	10%
Rectification of Infrastructure and Furniture				
Park Furniture				
<i>Replacement of park furniture includes removal and disposal of damaged item, foundation preparation, and supply and installation of replacement item. It excludes additional plumbing (where applicable).</i>				
Drinking Fountain Replacement	Partial Cost	each	6,765.00	10%
Bench Seat Replacement	Partial Cost	each	4,192.00	10%
Bin Enclosure Replacement	Partial Cost	each	4,962.00	10%
Free Standing Tap Replacement (includes both damaged tap and post)	Partial Cost	each	426.00	10%
Bollards				
<i>Replacement includes removal and disposal of damaged item, foundation preparation, and supply and installation of replacement item. It excludes demolition of surrounding hardstand treatment.</i>				
Traditional Bollard Replacement	Partial Cost	each	1,589.00	10%
Anti-Vehicle Bollard Replacement	Partial Cost	each	6,985.00	10%
Edging Replacement				
<i>Replacement includes removal and disposal of damaged edging, site preparation, and supply and installation of replacement edging</i>				
Galvanised Edging Replacement	Partial Cost	per lm	76.00	10%
Concrete Edging Replacement	Partial Cost	per lm	126.00	10%
Brick Edging Replacement	Partial Cost	per lm	74.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CIVIC SPACES / SPORTS FIELDS / PARKS</u>				
<u>PARKS AND OPEN SPACES - RECTIFICATION CHARGES</u>				
<i>The purpose of these charges is to repair, restore or make good the City's parks, to restore their condition to that of pre-event condition.</i>				
Rectification - Site Management				
<i>Includes any required repair, restoration or make good of other park assets not otherwise specified, to the pre-event condition</i>				
Fee includes installation, daily monitoring, repositioning (if required), and removal	Partial Cost	by quotation	Fee + GST	10%
Fee - Fencing	Partial Cost	per lm per week	15.00	10%
Rectification - Cleansing				
High Pressure Water Cleaning High pressure water cleaning includes plant, operator and cleaning products	Partial Cost	per hour	76.00	10%
Waste Disposal Waste disposal excludes asbestos, hazardous and biohazardous waste	Partial Cost	per tonne	627.00	10%
<u>PARKS AND OPEN SPACES - CORRECTIVE WORKS</u>				
<i>These 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.</i>				
Restoration, Corrective or Maintenance Works for Parks and Open Space areas				
Grassed Area				
Fee - Restoration/Corrective/Maintenance Works	Partial Cost	per m2	88.00	10%
Garden Area				
Fee - Restoration/Corrective/Maintenance Works	Partial Cost	per m2	214.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CIVIC SPACES / SPORTS FIELDS / PARKS</u>				
<u>CITY GREENING -</u>				
<u>includes City Farm, Urban Ecology, and Community Gardens</u>				
<i>Adult - 16 years and over</i>				
<i>Concession - Children under 16, full time students, holders of Commonwealth Health Care, Pensioner Concession or Seniors Health Cards</i>				
<i>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.</i>				
Workshops				
Adult Farm Programs				
Standard 1 hour walk, talk, demonstration	Market	per registrant	35.00	10%
Concession 1 hour walk, talk, demonstration	Market	per registrant	26.25	10%
Standard 1.5 hour walk, talk, demonstration	Market	per registrant	55.00	10%
Concession 1.5 hour walk, talk, demonstration	Market	per registrant	41.25	10%
Standard 2.5 hours (plus materials)	Market	per registrant	80.00	10%
Concession 2.5 hours (plus materials)	Market	per registrant	60.00	10%
Standard 1/2 day (plus materials)	Market	per registrant	100.00	10%
Concession 1/2 day (plus materials)	Market	per registrant	75.00	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 - 50.00	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%
Webinars				
Standard 1 hour webinar	Market	per registrant	0.00 - 35.00	10%
Concession 1 hour webinar	Market	per registrant	0.00 - 26.25	10%
Standard 1.5 hour webinar	Market	per registrant	0.00 - 55.00	10%
Concession 1.5 hour webinar	Market	per registrant	0.00 - 41.25	10%
Standard 2.5 hour webinar	Market	per registrant	0.00 - 80.00	10%
Concession 2.5 hour webinar	Market	per registrant	0.00 - 60.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>CIVIC SPACES / SPORTS FIELDS / PARKS</u>				
<u>CITY GREENING -</u>				
<u>includes City Farm, Urban Ecology, and Community Gardens</u>				
<i>Adult - 16 years and over</i>				
<i>Concession - Children under 16, full time students, holders of Commonwealth Health Care, Pensioner Concession or Seniors Health Cards</i>				
<i>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.</i>				
Workshops				
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	0.00 - 30.00	10%
Concession teacher 1 hour orientation session (plus materials)	Market	per registrant	0.00 - 22.50	10%
Holiday Program 1 hour session (plus materials)	Market	per child per session	0.00 - 30.00	10%
Holiday Program 1.5 hour session (plus materials)	Market	per child per session	0.00 - 50.00	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%
Corporate Group Activity				
2.5 hour corporate activity (minimum fee per group: \$600)	Market	per person	70.00	10%
3.5 hour corporate activity (minimum fee per group: \$600)	Market	per person	90.00	10%
Tours				
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 participant	15.00	10%
Standard group tour and activity (1.5 hours, up to 12 participants)	Partial Cost	by negotiation	Fee + GST	10%
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%
Compost bins	Market	per unit	0.00 - 500.00	10%
Worm farms	Market	per unit	0.00 - 400.00	10%
City Farm merchandise	Market	per unit	0.50 - 100.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>DONATIONS OF TREE AND PARKS ASSETS</u>				
<u>DONATION OF TREES AND PARKS ASSETS</u>				
<i>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.</i>				
Donation of Trees				
<i>The amount specified includes the supply, planting and establishment maintenance of the tree.</i>				
100 to 300 litre tree	Partial Cost	each	1,200.00	10%
600 litre tree or above - planted in high profile locations	Market	each	5,000.00	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	3,872.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CREATIVE PROGRAMS				
<i>Program fees will also apply to offsite programs delivered at other locations.</i>				
PINE STREET CREATIVE ARTS CENTRE				
<i>Program fees include the cost of some materials. Additional charges for materials may apply, as advised by Centre staff.</i>				
2D Programs				
2D Program				
2D Program	Market	per person per hour	21.00	10%
2D Program - Concession	Partial Cost	per person per hour	17.00	10%
2D Masterclass Program				
2D Masterclass	Market	per person per hour	36.00	10%
2D Masterclass - Concession	Partial Cost	per person per hour	25.00	10%
Ceramics Programs				
Ceramics Program				
Ceramics Program	Market	per person per hour	25.00	10%
Ceramics Program - Concession	Partial Cost	per person per hour	20.00	10%
Ceramics Masterclass Program				
Ceramics Masterclass	Market	per person per hour	42.00	10%
Ceramics Masterclass - Concession	Partial Cost	per person per hour	30.00	10%
Printmaking Programs				
Printmaking Program				
Printmaking Program	Market	per person per hour	21.00	10%
Printmaking Program - Concession	Partial Cost	per person per hour	17.00	10%
Printmaking Masterclass Program				
Printmaking Masterclasses	Market	per person per hour	36.00	10%
Printmaking Masterclasses - Concession	Partial Cost	per person per hour	25.00	10%
Object Programs				
Object Program				
Object Program	Market	per person per hour	25.00	10%
Object Program - Concession	Partial Cost	per person per hour	20.00	10%
Object Masterclass Program				
Object Masterclasses	Market	per person per hour	42.00	10%
Object Masterclasses - Concession	Partial Cost	per person per hour	30.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CREATIVE PROGRAMS				
<i>Program fees will also apply to offsite programs delivered at other locations.</i>				
PINE STREET CREATIVE ARTS CENTRE				
<i>Program fees include the cost of some materials. Additional charges for materials may apply, as advised by Centre staff.</i>				
Children & Youth Programs				
School Holiday Creative Workshops				
School Holiday (2D and Print)	Market	per person per hour	20.00	10%
School Holiday (2D and Print) - Concession	Partial Cost	per person per hour	16.00	10%
School Holiday (Ceramics and Jewellery)	Market	per person per hour	30.00	10%
School Holiday (Ceramics and Jewellery) - Concession	Partial Cost	per person per hour	24.00	10%
School Holidays Creative Connection Program	Partial Cost	per person	0.00 - 510.00	10%
Late Fees				
Fee for late pick up of children from workshops	Market	flat fee	22.00	10%
Additional Charges				
Additional firing (per kilo minimum)	Full Cost	per person	10.00	10%
Additional class materials (applicable to all programs)	Market	per person	0.00 - 1,530.00	10%
Other Programs				
Studio Access Program	Market	per person per hour	15.00	10%
Creative Connection Program (General)	Partial Cost	per person	0.00 - 510.00	10%
Bespoke Term/Workshop/Masterclass	Market	per person	0.00 - 1,500.00	10%
Other Charges				
Art Tutor Rate	Market	per hour	115.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CREATIVE PROGRAMS				
<i>Program fees will also apply to offsite programs delivered at other locations.</i>				
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 - 1,500.00	10%
Materials	Market	per person	0.00 - 1,500.00	10%
Tutor Rate	Market	per hour	55.00 - 200.00	10%
Studio Access Program	Market	per hour	15.00	10%
Makerspace Services				
3-D Printing				
<i>Each 3-D printing job will incur a set-up fee, and a printing time fee.</i>				
Set Up Fee				
Set Up Fee	Market	per job, per item	5.00	10%
Printing Time Fee				
<i>A maximum fee of \$30.00 per 3D printing job applies.</i>				
Printing Time Fee	Market	per hour	3.00	10%
Laser Cutting				
<i>Each laser cutting job will incur a set-up fee, a materials fee, and a printing time fee.</i>				
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				
<i>A maximum fee of \$30.00 per 3D printing job applies.</i>				
Printing Time Fee	Market	per hour	0.10	10%
Makerspace Venue Hire				
<i>All rates are on a per hour basis, subject to negotiation (where indicated). The rates do not include induction into the makerspace or charges for the development and facilitation of workshops. 'With equipment' rates include the utilisation of City-owned makerspace equipment, subject to completion of induction. Within the range of rates specified, the rate charged is subject to discussion with the City. Considerations may include the length and nature of the booking, and the utilisation of City-owned equipment (where applicable).</i>				
Community Hire				
Community Hire - with equipment	Partial Cost	per hour	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	per hour	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	per hour	0.00 - 250.00	10%
Corporate Hire - without equipment	Market	per hour	0.00 - 120.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>LIBRARY SERVICES</u>				
<u>LIBRARY MEMBERSHIP</u>				
Membership				
Residents	Legislative	annual	-	0%
People living outside the City of Sydney local government area	Zero	annual	-	0%
Workers within the City of Sydney LGA	Zero	annual	-	0%
Non-Resident - with Seniors Card or on Benefits	Zero	annual	-	0%
Non-Resident - children up to 18 years of age	Zero	annual	-	0%
Non-Resident - homeless	Zero	annual	-	0%
Non-Resident - living in post code 2042	Zero	annual	-	0%
Non-Resident - no permanent NSW address	Zero	per month	-	0%
Special Membership	Market	annual	0.00 - 100.00	0%
Replacement Membership Card	Market	per card	5.00	0%
Reservation and Loans				
Inter Library Loan	Market	per item	3.50	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	-	10%
Lost Items				
<i>Both a replacement and a processing fee apply to each lost item.</i>				
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 & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>LIBRARY SERVICES</u>				
<u>LIBRARY SERVICES</u>				
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				
<i>A maximum fee of \$30.00 per 3D printing job applies</i>				
Printing Time Fee	Market	per hour	3.00	10%
Internet & Wi-Fi Access				
Members	Zero	per half hr or part thereof	-	10%
Non Members	Zero	per half hr or part thereof	-	10%
PC Access				
Members	Zero	per half hr or part thereof	-	10%
Non Members - Internet research only PC's	Zero	per half hr or part thereof	-	10%
Non Members - Internet, Email, MS Office, Adobe Creative Cloud PC's	Market	per hr or part thereof	3.50	10%
Makerspace Services				
3-D Printing				
<i>Each 3-D printing job will incur a set-up fee, and a printing time fee.</i>				
Set Up Fee				
Set Up Fee	Market	per job, per item	5.00	10%
Printing Time Fee				
<i>A maximum fee of \$30.00 per 3D printing job applies.</i>				
Printing Time Fee	Market	per hour	3.00	10%
Laser Cutting				
<i>Each laser cutting job will incur a set-up fee, a materials fee, and a printing time fee.</i>				
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				
<i>A maximum fee of \$30.00 per 3D printing job applies.</i>				
Printing Time Fee	Market	per hour	0.10	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>LIBRARY SERVICES</u>				
<u>LIBRARY PROGRAMS</u>				
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%
<u>MISCELLANEOUS SERVICES</u>				
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%
<u>HISTORY PUBLICATIONS</u>				
<u>SALE OF PUBLICATIONS</u>				
Titles				
"The Accidental City"	Partial Cost	each	5.00	10%
"Sydney Town Hall"	Partial Cost	each	5.00	10%
"Capitol Theatre"	Partial Cost	each	5.00	10%
"Sacked! The Sydney City Council 1853-1988"	Partial Cost	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%
"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	Partial Cost	each	10.00	10%
"We Never Had a Hotbed of Crime" - Paperback	Partial Cost	each	5.00	10%
"Musical Chairs: The Quest for a City Recital Hall"	Partial Cost	each	5.00	10%
Barani Barrabugu Booklet Bulk Request <i>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.</i>	Partial Cost	per order	Fee + GST	10%
"Our City: 175 years in 175 objects" Exhibition Catalogue	Market	each	20.00	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>EARLY EDUCATION AND CARE CENTRES</u>				
<i>A discount of up to 100% off the standard fee is available for eligible families.</i>				
<u>EVELEIGH EARLY LEARNING AND PRESCHOOL</u>				
Holding Deposit				
<i>Due upon enrolment</i>				
Up to two weeks of standard fees per child (excluding subsidies or discounts)	Security Deposit	per child	Fee	0%
Childcare Fees				
<i>Under 3yrs of age</i>				
Standard Fee	Partial Cost	per child, per day	126.00	0%
<i>Over 3yrs of age</i>				
Standard Fee	Partial Cost	per child, per day	121.00	0%
<u>REDFERN OCCASIONAL CARE CENTRE</u>				
Childcare Fees				
<i>Standard Fee</i>				
Half Day	Partial Cost	per child, per half day	39.00	0%
Full Day	Partial Cost	per child, per day	78.00	0%
<u>BROUGHTON STREET KINDERGARTEN / HILDA BOOLER KINDERGARTEN</u>				
Holding Deposit				
<i>Due upon enrolment</i>				
Holding deposit (due upon enrolment)	Security Deposit	per child	200.00	0%
Childcare Fees				
<i>Standard Fee</i>				
Standard Fee	Partial Cost	per child, per day	54.00	0%
<i>Equity Fee</i>				
Reduced rate fee for children who meet the Start Strong Equity Funding Criteria	Partial Cost	per child, per session	14.00	0%
<u>EARLY EDUCATION AND CARE - MISCELLANEOUS SERVICES</u>				
Children's Activities				
Children's Activities	Full Cost	per child, per activity	0.00 - 50.00	0%
<u>EARLY EDUCATION AND CARE - LATE FEES</u>				
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 & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>AFTER SCHOOL CARE / VACATION CARE</u>				
<i>A discount of up to 100% off the standard fee is available for eligible families.</i>				
<u>ULTIMO OUTSIDE SCHOOL HOURS CARE / PYRMONT OUTSIDE SCHOOL HOURS CARE / KING GEORGE V (The Rocks) OUTSIDE SCHOOL HOURS CARE</u>				
Holding Deposit				
<i>Due upon enrolment</i>				
After School Care				
Permanent After School Care users				
Up to two weeks of standard fees per child (excluding subsidies or discounts)	Security Deposit	per child	Fee	0%
After School Care				
Standard Fee	Partial Cost	per child, per afternoon	29.00	0%
Vacation Care				
<i>(cost of excursions included in fee)</i>				
Standard Fee	Partial Cost	per child, per day	65.00	0%
<u>WOOLLOOMOOLOO OUTSIDE SCHOOL HOURS CARE</u>				
Holding Deposit				
<i>Due upon enrolment</i>				
After School Care				
Permanent After School Users				
Up to two weeks of standard fees per child (excluding subsidies or discounts)	Security Deposit	per child	Fee	0%
After School Care				
Standard Fee	Partial Cost	per child, per afternoon	29.00	0%
Vacation Care				
<i>(cost of excursions included in fee)</i>				
Standard Fee	Partial Cost	per child, per day	65.00	0%
<u>OUTSIDE SCHOOL HOURS CARE - MISCELLANEOUS SERVICES</u>				
Children's Activities				
Children's Activities	Full Cost	per child, per activity	0.00 - 50.00	0%
<u>AFTER SCHOOL / VACATION CARE LATE FEES</u>				
<i>Applicable to all centres except Surry Hills</i>				
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 & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>COMMUNITY SERVICES</u>				
<u>ACTIVITY / COMMUNITY CENTRE MEALS</u>				
<i>Meal Fee waiver may be available on request (subject to conditions)</i>				
Centre Meals Fee				
Fee	Partial Cost	per meal	0.00 - 20.00	0%
<u>MEALS ON WHEELS SERVICE</u>				
<i>Operated from the City's Burrows Rd Distribution Centre. A Meal fee waiver may be available on request (subject to conditions)</i>				
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	6.80	0%
Meal Only (Salad)	Partial Cost	Meal	6.80	0%
Dessert (subject to conditions)	Partial Cost	Meal	2.10	0%
Soup Only (subject to conditions)	Partial Cost	Meal	2.10	0%
Bread (subject to conditions)	Zero	Meal	-	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%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
COMMUNITY PROGRAMS & SERVICES				
COMMUNITY BUS SCHEME				
Category A (Subject to CEO Approval)				
<i>Partnership Programs with the City of Sydney</i>				
Half Day (up to 4 hours)	Zero	per booking	-	10%
Full Day (over 4 hours)	Zero	per booking	-	10%
Additional overnight charge	Zero	per night	-	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				
<i>Non-profit Organisations / Community Groups / Disadvantaged Schools</i>				
Full Day (over 4 hours)	Partial Cost	per booking	31.00	10%
Additional overnight charge	Partial Cost	per night	95.00	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	31.00	10%
Pre-trip Inspection Fee (hires travelling outside 100km radius of City of Sydney local government area)	Partial Cost	per booking	55.00	10%
Toll charges (cost of tolls used throughout hire)	Full Cost	per booking	Fee + GST	10%
Category C				
<i>Other Groups / Non City of Sydney Organisations / Other Schools</i>				
Half day (up to 4 hours)	Partial Cost	per booking	110.00	10%
Full Day (over 4 hours)	Partial Cost	per booking	187.00	10%
Additional overnight charge	Partial Cost	per night	95.00	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	110.00	10%
Failure to notify a booking cancellation - Full Day	Partial Cost	per booking	187.00	10%
Pre-trip Inspection Fee (hires travelling outside 100km radius of City of Sydney local government area)	Partial Cost	per booking	55.00	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	55.00	10%
Monday - Friday 5pm to midnight (minimum 4 hrs)	Market	per hour	110.00	10%
Weekend - 7am - midnight (minimum 4hrs)	Market	per hour	110.00	10%
Public Holidays	Market	per hour	165.00	10%
Fuel Usage Charge				
<i>To be approved by the Community Transport Coordinator prior to confirmation of bus booking</i>				
Fee	Partial Cost	per km	0.50	10%
Insurance Excess Fee				
<i>To recover the cost of any repairs below the City's insurance excess</i>				
Costs incurred by the City	Full Cost	per incident	Fee + GST	10%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
COMMUNITY PROGRAMS & SERVICES				
CITY SPACES PROGRAMS AND ACTIVITIES				
<i>Includes centre based activities, classes, events and programs and online programs</i>				
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 & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>BANNER POLES</u>				
<u>BANNER POLE ADVERTISING</u>				
<i>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.</i>				
Simple Sequence				
Establishment Fee (for less than 51 banner installations or dismantles)				
<i>This fee applies once, on installation, and once on dismantling, per campaign.</i>				
Fee	Market	per campaign	620.00	0%
Installation and Dismantling Fee				
Fee	Market	per banner	80.00 - 160.00	0%
Cleaning				
Washing, Labelling & Packing	Market	per banner	14.00	0%
Banner Recycling	Full Cost	per banner	9.00	0%
Complex Sequence				
Establishment Fee (for less than 51 banner installations or dismantles)				
<i>This fee applies once, on installation, and once on dismantling, per campaign.</i>				
Fee	Market	per campaign	620.00	0%
Installation and Dismantling Fee				
Fee	Market	per banner	92.00 - 170.00	0%
Cleaning				
Washing, Labelling & Packing	Market	per banner	14.00	0%
Banner Recycling	Full Cost	per banner	9.00	0%
Commercial Rate				
Commercial Rate - Premium	Market	per banner per week	180.00	0%
Commercial Rate - City	Market	per banner per week	140.00	0%
Commercial Rate - Urban	Market	per banner per week	85.00	0%
Charity Organisations (with DGR Status)				
Rate - Charity Organisations	Market	per banner per week	32.00	0%
Not for Profit				
Not For Profit Rate	Market	per banner per week	70.00	0%
Government				
Government Rate - Premium	Market	per banner per week	142.00	0%
Government Rate - City	Market	per banner per week	115.00	0%
Government Rate - Urban	Market	per banner per week	70.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>BANNER POLES</u>				
<u>BANNER POLE ADVERTISING</u>				
<i>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.</i>				
Sponsorship				
Charity Organisations (with DGR Status)				
Rate - Charity Organisations	Market	per banner per week	32.00	0%
Not for Profit				
Not for Profit Rate	Market	per banner per week	70.00	0%
Government				
Government Rate - Premium	Market	per banner per week	142.00	0%
Government Rate - City	Market	per banner per week	115.00	0%
Government Rate - Urban	Market	per banner per week	70.00	0%
Delivery fees				
Outside the Sydney Metropolitan Area	Market	per campaign	310.00	0%
Within the Sydney Metropolitan Area	Market	per campaign	172.00	0%
Order Variation Fee				
Order Variation Fee	Market	per campaign	465.00	0%
Urgency Fees				
<i>Applicable when installers receive late banner deliveries close to the installation date</i>				
Urgency Fee	Market	per campaign	850.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>EVENTS</u>				
<u>HIRE OF EVENT ASSETS</u>				
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%
<u>EVENT TICKETING</u>				
Event Ticket	Market	per person	0.00 - 400.00	10%
<u>SALE OF EVENT ITEMS (INCLUDING BANNERS)</u>				
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 - 1,000.00	10%
<u>EVENT PARTICIPATION</u>				
<u>Stall / Vending Hire</u>				
Stall Hire	Market	per unit	0.00 - 3000.00	10%
Vending Hire Fees	Market	per item	0.00 - 3000.00	10%
<u>Sydney Lunar Festival Dragon Boat Races</u>				
Individual Entrance Fee	Partial Cost	per person	13.00 - 50.00	10%
Team Entrance Fee	Partial Cost	per team	400.00 - 3,500.00	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 & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>LEGAL</u>				
<u>DOCUMENT PREPARATION</u>				
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	1,650.00	10%
Short Form Planning Agreement (unamended standard form)	Zero	per document	-	10%
Short Form Planning Agreement (amended)	Full Cost	per document	1,650.00	10%
Simple or Standard Planning Agreement	Full Cost	per document	5,500.00	10%
Complex or Non-Standard Planning Agreement	Full Cost	per document	11,000.00	10%
<u>INFORMATION MANAGEMENT</u>				
<u>CITY RECORDS - FORMAL GIPAA APPLICATIONS</u>				
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 after the first 20 hrs	Legislative	per hour	30.00	0%
Internal Review				
Application Fee	Legislative	per request	40.00	0%
<u>CITY RECORDS - INFORMAL GIPAA REQUESTS</u>				
Copies of Documents and Photographs				
<i>Copies of documents and photographs are charged based on the costs incurred by the City.</i>				
Digitisation of plans	Full Cost	per sheet	5.00	0%
Digitisation of files	Partial Cost	per folder per file	25.00	0%
Digitisation (other than of files, photographs and plans)	Full Cost	per request	Fee	0%
Copies of Photographs				
Digitisation of photograph	Full Cost	per image	20.00	0%
<u>SUBPOENA PROCESSING</u>				
<i>Also see fees under Legal category - Document / File Preparation for Court</i>				
Conduct Money				
Conduct Money	Full Cost	per application	30.00	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>FINANCE</u>				
<u>RATES & VALUATION CERTIFICATES</u>				
Section 603 Certificates - Local Government Act 1993				
Normal Fee (by Ministerial Decree)	Legislative	per certificate	100.00	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%
<u>SECURITIES</u>				
Fee for Refundable Security Deposits & S7.11 Contributions				
Base Management Fee - BDD pre-2004 where applicable	Partial Cost	Deposit Amt	2.20 %	10%
<u>FINANCE CHARGES</u>				
Enquiry Fees				
Investigation Fee	Full Cost	per item	50.00	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 - 2,500.00	10%
Presentations/technical advice to visiting organisations	Partial Cost	per day per event	0.00 - 2,500.00	10%
<u>INTEREST ON OVERDUE DEBTS</u>				
Interest on Overdue Rates				
<i>Per annum rate, calculated daily:</i>				
Interest Rate	Legislative	per assessment	10.50 %	0%
Interest on Other Overdue Debts				
<i>Per annum rate, calculated daily:</i>				
Interest Rate	Partial Cost	per debt	10.50 %	0%

SCHEDULE OF FEES & CHARGES 2024/2025

Description	Pricing Code	Unit of Measure	\$ Fee	GST
<u>SUSTAINABILITY</u>				
<u>BUILDING UPGRADE FINANCE</u>				
<i>Previously Environmental Upgrade Agreements</i>				
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	1,300.00	10%
Loan Amount - \$200,001 to \$400,000	Partial Cost	per agreement	3,100.00	10%
Loan Amount - \$400,001 to \$800,000	Partial Cost	per agreement	6,200.00	10%
Loan Amount - \$800,001 to \$1,400,000	Partial Cost	per agreement	11,350.00	10%
Loan Amount - \$1,400,001 to \$2,500,000	Partial Cost	per agreement	11,350.00	10%
Loan Amount - \$2,500,001 to \$4,000,000	Partial Cost	per agreement	11,350.00	10%
Loan Amount - \$4,000,001 to \$8,000,000	Partial Cost	per agreement	11,350.00	10%
Loan Amount - \$8,000,001 to \$12,000,000	Partial Cost	per agreement	11,350.00	10%
Loan Amount - more than \$12,000,000	Partial Cost	per agreement	11,350.00	10%
Other Charges				
Late Payment Fee	Full Cost	per occasion	64.00 (plus court fees)	10%
Amendment Fee	Partial Cost	per amendment	360.00	10%
<u>GREEN VILLAGES</u>				
Green Villages Workshops				
<i>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.</i>				
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%

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Commercial Venue Hire

Fees and Charges
2024/25
Appendix 1

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

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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 by the City's Venue Management business unit. This document outlines the fees and charges for these landmark venues.



Figure 1. Paddington Town Hall – Photo by Paul Patterson / City of Sydney
Fees and Charges
Appendix 1 – 2

Overview

The fees and charges for these landmark venues are categorised as follows:

- Venue hire
- Equipment hire
- 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.

Equipment charges are charges for the hiring of audio, visual, and other equipment. They are commonly charged on a per item, per day basis. However the City 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 2024 until 30 June 2025.
- All prices quoted include GST, unless stated otherwise.
- The basis of pricing is market rates, unless stated otherwise.

Hirer categories

The City recognises two 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 City 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 the City, 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 City of Sydney local government area.
- Eligible customers may receive a discount of up to 50% 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/long duration events

- The venue hire rate for multiple day events (of any type, excluding exhibitions) of 3 or more days 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

- Not-for-Profit organisations awarded a venue hire support 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 charges.

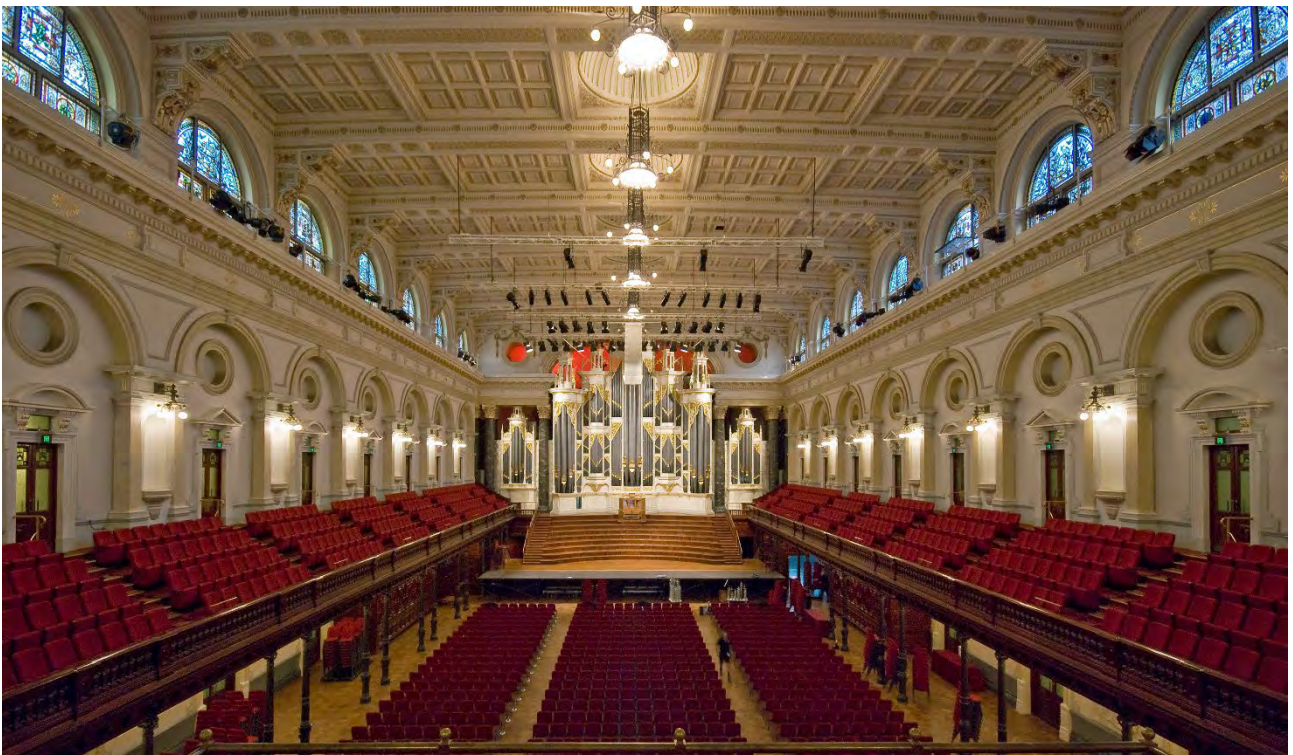


Figure 2. Centennial Hall, Sydney Town Hall – Photo by Paul Patterson / City of Sydney
Fees and Charges
Appendix 1 – 6

Sydney Town Hall

Centennial Hall and Vestibule

Category	Total minimum hours per day	Total minimum venue hire charge (\$)	Hourly rate ¹
Catered rate	15	14,910	1,200
Standard rate	15	18,000	1,200
Standard half day rate	8	11,976	1,497
Wedding package	24	24,600	-
Elections	12	30,240	2,520
Dark day rate (non event day) ²	15	24,330	By negotiation
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.

² Where the venue is hired over a period of multiple days, and not used on any particular day in that period, the dark day hire rate will apply.

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 and The Vault

Category	Total minimum hours per day	Total minimum venue hire charge (\$)	Hourly rate
Standard rate	4	3,260	815
Multi day rate ¹ (1-2 days)	10	7,490	749
Multi day rate ¹ (3-13 days)	10	5,840	584
Multi day rate ¹ (14 days+)	–	Upon application	Upon application
Elections ²	12	14,232	1,186
Dark day rate ³	8	7,672	By negotiation

¹ One combined patron entrance / exit only

² Separate patron entrance and exit

³ Where the venue is hired over a period of multiple days, and not used on any particular day in that period, the dark day hire rate will apply



Figure 3. Centennial Hall, Sydney Town Hall – Photo by Katherine Griffiths / City of Sydney

Ancillary venues

Category	Total minimum hours per day	Total minimum venue hire charge (\$)	Hourly rate ¹
Lower Town Hall Foyer	4	952	238
Marconi Room (composite)	4	1,600	400
Marconi Terrace	4	2,460	615
Southern Function Room	4	916	229
Treasury Room	4	916	229
The Vault	4	916	229
Vestibule ²	5	4,675	935
VIP Boardroom	4	708	177

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.



Figure 4. Barnet Long Room, Customs House at Circular Quay – Photo by Anna Kucera / City of Sydney

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
Evening rate	5	2,570	514
Half day rate (until 1:00pm)	4	2,100	525
Standard day rate	8	2,776	347
Exhibition	10	3,920	392
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 5. 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	2,600	520
Full day / evening	10	4,140	414
Multi day rate (3-13 days)	10	3,290	329
Multi day rate (14 days+)	10	By negotiation	By negotiation
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.

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
Portable PA – Wedding band & PA package	2,450	7,350
Band Package – Small	500	1,500
Band Package – Medium	1,000	3,000
Band Package – Large (includes monitor console)	2,100	6,300
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

Venue Hire

Speakers	Day rate each (\$)	Weekly rate each (\$)
Mixing console	Day rate each (\$)	Weekly rate each (\$)
Mixing console – Small format	150	450
Mixing console – Medium format	300	900
Mixing console – Large format	600	1800
Audio recording – archival (Stereo Mix)	175	N/A
Audio recording – Multitrack (Unmixed stems only)	300	N/A
DJ package (2 x deck, mixer & table)	600	1,800

Audio systems	Day rate each (\$)	Weekly rate each (\$)
Marconi and Southern Function Room audio system	350	1,050
Vestibule audio system	250	750
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	115	345
Wireless – handheld radio microphone	165	495
Wireless – headset or lapel radio microphone	185	555
Wireless – in ear monitor	165	495

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 – base	3,500	10,500
Lighting package – enhanced	4,500	13,500
Lighting package – comprehensive	6,500	19,500
Lighting package – wedding	5,000	5,000
Lighting package – floor package	600	1,800
Lighting package – The Vestibule	750	2,250
Lighting package – Centennial Hall walls & ceiling	1,500	4,500
Lighting package – LTH additional room lighting (base)	900	2,700
Lighting package – LTH stage wash	290	870



Figure 6. Lower Town Hall, Sydney– Photo by Abril Felman / City of Sydney

Venue Hire

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)	180	540
Light – Pixel Strip (case of 20)	400	1200
Light – moving head profile / wash	175	525
Light – conventional	15	45
Light – follow spot	200	600
Light – festoon	75	225
Lighting desk – portable	100	300
Lighting desk – grand MA	Day rate each (\$)	Weekly rate each (\$)
Lighting desk – grand MA	350	1,050
Lighting desk – grand MA full size	500	1,500

Effect equipment	Day rate each (\$)	Weekly rate each (\$)
Hazer	250	750
Low fog – look solutions HP	500	1,500
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	185	555
Camera – PTZ controller	200	600
Camera – PTZ camera package – Base (includes 4 x PTZ cameras and controller)	750	2,250
Camera – PTZ camera package – Comprehensive (includes up to 8 x PTZ cameras and controller)	1,350	2,250
Camera ISO – recorder only (per)	150	450

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 – medium format	750	2,250

Venue Hire

Projectors	Day rate each (\$)	Weekly rate each (\$)
Projector – large format – 25K	1,450	4,350
Projector – large format – 35K	1750	5,250
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	300	900
Projection screen 20' x 11' – front project only	400	1,200
Projection screen 24' x 11' – front project only	450	1,350
Projection screen 30' x 10' – front project only	700	2,100
Projection screen 12m x 4m – front project only	900	2,700

Vision equipment	Day rate each (\$)	Weekly rate each (\$)
Vision switcher – ATEM with control surface	400	1,200
Vision switcher – HD8 ISO	450	1,350
Vision switcher – Constellation HD with control surface	850	2,550
Vision switcher – Barco S3 & EC50	2,000	6,000
Vision switcher surface – Barco EC50	500	1,500
Wireless SDI/HDMI system (per channel)	150	450
Vision scaler / converter	100	300
Vision micro converter	25	75

Venue Hire

Other equipment	Day rate each (\$)	Weekly rate each (\$)
Chairman's timer	125	375
Computer – laptop	150	450
Wireless presenter	75	225



Figure 7. Sydney Town Hall Sydney – Photo by Katherine Griffiths / City of Sydney

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 (\$)	Weekly rate each (\$)
Single screen 16' x 9' projection package (Blackmagic switcher)	3,650	10,950
Single screen 20' x 11' projection package (Blackmagic switcher)	5,000	15,000
Single screen 24' x 13.5' projection package (Blackmagic switcher)	5,750	17,250
Single screen 30' x 11' projection package (blend Barco switcher)	8,000	24,000
Single screen 12m x 4m projection package (blend Barco switcher)	9,000	27,000
Dual screen 16' x 9' projection package (Blackmagic switcher)	6,000	18,000
Dual screen 20' x 11' projection package (Blackmagic switcher)	7,500	22,500
Single centre 24' x 13.5' screen Dual 16' x 9' side screens gallery projection package (Blackmagic switcher)	9,750	29,250
Externally sourced vision equipment / services	Cost + 20% service fee	Cost + 20% service fee

Lower Town Hall	Day rate each (\$)¹	Weekly rate each (\$)¹
Audio package (includes audio, lighting and draping)	2,500	7,500
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

Venue Hire

Marconi Room and Southern Function Room	Day rate each (\$)	Weekly rate each (\$)
Live video stream of Centennial Hall	200	600
AV Systems	550	1,650

Audio Visual Systems (all)	Day rate each (\$)	Weekly rate each (\$)
Portable projector and screen	1,350	4,050
Portable projector, screen and PA	1,600	4,800
AV control rack (vision switcher, audio mixer and radio mic x 2)	450	1,350
Vision Control System (Ancillary Spaces)	750	2,250
Audio Control System (Ancillary Spaces)	500	1,500
Combined AV Control Systems (Ancillary Spaces)	1,200	3,600

Production suites	Unit of measure	Rate (\$) ¹
Vision – Archival recording (Minimum hours – 4 hours, includes operator & switcher, camera systems and operators additional)	Per hour	200
Vision – camera control suite (Minimum staffing 1 operator)	Per day	1,000
Vision – broadcast suite (Minimum staffing 2 operators)	Per day	1,750
Audio – record / broadcast suite (Minimum staffing 1 operator)	Per day	1,250
Full audio and video broadcast suite (Minimum staffing 2 operators)	Per day	2,750

¹ Facilities only – minimum labour requirements apply as noted

Venue Hire

Additional technology	Unit of measure	Rate (\$)
Internet connection – Barnet Long Room only	Per line, per event	100
High speed internet connection – Sydney Town Hall	Per line, per event	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	170	510
Chain hoist – installed	190	570
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	55	165
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	300
Carpet Runner Centennial Hall – centre aisle	Per booking	500
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	Per booking	1,050
Piano – Kawai GX6	Per booking	825
Piano tuning – each	Per callout	350
Externally sourced staging equipment / services	Cost + 20% service fee	Cost + 20% service fee

¹ Available at Sydney Town Hall only

Venue Hire

Stage and stage equipment ¹	Unit of measure	Rate (\$)
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	Each per week	125
Riser – choir A step extension	Each per week	500
Riser – choir B step extension	Each per week	500
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

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	75
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
Drape – Starcloth LED colour	Each per week	350
Drape – Under Gallery curtain – 3m	Each per week	75
Drape – Under Gallery curtain with track – 3m	Each per week	200
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 periods	Rate/hour (\$)
Cleaner	Monday to Saturday	67
Cleaner	Sunday	100
Venue supervisor / manager	Monday to Saturday	113
Venue supervisor / manager	Sunday	145
Operations crew	Monday to Saturday	75
Operations crew	Sunday	100
Usher / Cloakroom attendant	Monday to Saturday	55
Usher / Cloakroom attendant	Sunday	70

Venue Hire

Security staff	Time periods	Rate/hour (\$)
Security guard / RSA Marshall	Monday to Saturday	70
Security guard / RSA Marshall	Sunday	110
Loading dock attendant	Monday to Saturday	70
Loading dock attendant	Sunday	110

Technical staff	Time periods	Rate/hour (\$)
Set-up crew	Monday to Saturday	88
Set-up crew	Sunday	110
Technical crew	Monday to Saturday	98
Technical crew	Sunday	125
Operator	Monday to Saturday	105
Operator	Sunday	130
Senior operator	Monday to Saturday	113
Senior operator	Sunday	145
Specialist operators	Monday to Sunday	POA
Technical / production manager	Monday to Saturday	145
Technical / production manager	Sunday	180

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	275
Paddington Town Hall fire isolation – minimum isolation time 4-hours (including 1 hour for haze to clear)	Per hour	210
Loading dock traffic management fee – Sydney Town Hall only	Per occasion	POA
Centennial Hall clerestory window black out	Each per occasion	POA
Paddington Town Hall catering facilities deep clean (when kitchen/bar used)	Per occasion	1,100
Catering facilities – catering stand asides only	Per hour	265 ¹
Catering facilities deep clean – catering stand asides only	Per occasion	1,100

¹ Minimum 4 hours per day

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	POA

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 Impact	1-hour call	250
Filming and photography – all locations Low Impact	2-hour call	750
Filming and photography – all locations	4-hour call	1,500

Venue Hire

Other	Unit of measure	Rate (\$)
Medium Impact		
Filming and photography – all locations	6-hour call	3,000
High Impact		
Contract revision fee	Each	250
Heritage tape roll	Each	35

Surcharges / bonds

Category	Unit of measure	Rate (\$)
Venue hire security bond	Per booking	3,000
Venue hire security bond – high impact events	Per booking	7,500

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





Civic Spaces, Parks and Sporting Fields

Fees and Charges
2024/25
Appendix 2

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

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Cover Image: Womerah Gardens, Darlinghurst – Photo by Renee Nowytarger, City of Sydney

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 encompasses approximately 212ha throughout the City of Sydney 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 in a prominent location. These parks have high visitation rates from surrounding suburbs, across the City of Sydney or beyond 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, 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.

Sporting 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, sporting 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 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 Spaces, Parks and Sporting Fields

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	Pymont
Pymont Street civic space	corner of Pymont Bridge Road	Pymont
Scott Street Plaza	52A Harris Street	Pymont
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 have cultural and historical significance, are of significant size or are in a prominent location. These parks have high visitation rates from surrounding suburbs, across the City of Sydney, and beyond the City, including tourists. Iconic parks in the City of Sydney 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	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	Pymont
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
The Drying Green	103 Portman Street	Zetland

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, playgrounds and toilets. Neighbourhood parks in the City of Sydney 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	Ersleville
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 Stage 5	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

Civic Spaces, Parks and Sporting Fields

Neighbourhood park name	Address	Suburb
Embarkation Park	82 Cowper Wharf Road, entrance to park off Victoria Street	Potts Point
Giba Park	2A Point Street	Pymont
James Watkinson Reserve	1A Mill Street	Pymont
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 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
Lyons Rd Reserve	106 Parramatta Road, corner of Lyons Road	Camperdown

Civic Spaces, Parks and Sporting Fields

Pocket park name	Address	Suburb
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
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

Civic Spaces, Parks and Sporting Fields

Pocket park name	Address	Suburb
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
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

Civic Spaces, Parks and Sporting Fields

Pocket park name	Address	Suburb
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
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

Civic Spaces, Parks and Sporting Fields

Pocket park name	Address	Suburb
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
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

Civic Spaces, Parks and Sporting Fields

Pocket park name	Address	Suburb
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
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

Civic Spaces, Parks and Sporting Fields

Pocket park name	Address	Suburb
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
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

Civic Spaces, Parks and Sporting Fields

Pocket park name	Address	Suburb
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
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	Pymont
Elizabeth Healy Reserve	53 Pymont Bridge Road	Pymont
Gipps Street Streetscape	Gipps Street, corner of Harris Street	Pymont
Herbert Street Clifftop Walk	25A Herbert Street	Pymont
John Street Square	25A Harvey Street	Pymont
Jones and John Street Reserve	33A John Street, opposite Jones Street	Pymont
Jones Street Pocket Park	130 Jones Street	Pymont
Maybanke Park	87-97 Harris Street	Pymont
St Bartholomew's Park	52A Harris Street,	Pymont
McCredie Reserve	52A Harris Street, adjacent to Bowman Street	Pymont
Paradise Reserve	5 Bulwara Road	Pymont
Pymont Bridge Road Pocket Park	corner of Pymont Bridge Road and Harris Street	Pymont

Civic Spaces, Parks and Sporting Fields

Pocket park name	Address	Suburb
Saunders Street Open Space and Cliff Face	12 Quarry Master Drive	Pymont
Saunders Street Ramp Area	11B Jones Street	Pymont
Scott Street Plaza Bank Area	54 Harris Street	Pymont
Baptist Street Reserve	151A Baptist Street	Redfern
Chelsea Street Playground	39-43 Chelsea Street	Redfern
Douglas Street Peoples Park	36-38 Douglas Street	Redfern
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

Civic Spaces, Parks and Sporting Fields

Pocket park name	Address	Suburb
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
Yellomundee Park	1B Caroline Street	Redfern
Young Street Closure	corner of Cooper Street	Redfern
Butterscotch 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
Cooper Street Reserve	119 -123 Cooper 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

Civic Spaces, Parks and Sporting Fields

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
Dyuralya Square	7-19 Amelia Street	Waterloo

Civic Spaces, Parks and Sporting Fields

Pocket park name	Address	Suburb
Gadigal Avenue Park	2A Gadigal Avenue, between Lachlan Street and Potter Street	Waterloo
James Cahill Kindergarten Reserve	corner Raglan Street and Elizabeth Street	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
Biyanning Park	8B Victoria Park Parade	Zetland
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

Civic Spaces, Parks and Sporting Fields

Pocket park name	Address	Suburb
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



Figure 1. Matron Grant Ruby Park, Zetland – Photo by Katherine Griffiths / City of Sydney

Sporting Fields

List of level A sporting fields in the City of Sydney local government area

Sporting 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 the City to facilitate the playing of professional grade sport, and have facilities maintained at that level. Level A sporting fields in the City of Sydney are listed below:

Sporting 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



Figure 2. Redfern Oval – Photo by unknown photographer / City of Sydney

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. Level B sporting fields in the City of Sydney are listed below:

Sporting field name	Address	Suburb
Alexandria Park Oval	10 Buckland 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 of Sydney provides a number of synthetic sporting fields. These all-weather fields help increase the capacity of our sporting fields to meet the growing needs of our communities. Synthetic sporting fields in the City of Sydney are listed below:

Sporting field name	Address	Suburb
Getiela Synthetic Sportsfield	Park Road	Alexandria
Gunyama Park Synthetic Sportsfield	17 Zetland Avenue	Zetland
Perry Park Synthetic Sportsfield	1B Maddox St	Alexandria
The Crescent Synthetic Sportsfield	7 The Crescent	Annandale





City Leisure Services

Fees and Charges
2024/25
Appendix 3

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

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Cover image: Gunyama Park Aquatic and Recreation Centre, Zetland – Photo by Chris Southwood, City of Sydney

City of Sydney Aquatic and Leisure Centres

Overview

The City of Sydney manages six (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 six (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

For more information on the City's aquatic and leisure centres or visit the City's [website](#).

Customers

Adult: any person sixteen (16) years and over, who does not qualify for any of the concession categories as outlined below.

Child: three (3) to sixteen (16) years; applies to swimming only. The child fee is calculated at 35% discount off the full price for a casual entry and some memberships.

Infant: children under 3 years receive free entry.

Companion Card NSW holders: receive free entry.

Concession: full time enrolled students, NSW Seniors Card (excludes Senior Savers card) holders, primary card holders of Commonwealth health care cards, Pensioner Concession Cards, Commonwealth Seniors Health Cards, ImmiCards, Ex-Carer Allowance (Child) Health Care Cards, Foster Child Health Care Cards, Low Income Health Care Cards, ADF, NSW transport concession entitlement card for job seekers, Department of Veterans Affairs Pensioner Concession Cards, or people with proof of an approved Commonwealth concession or health care card issued but not listed here.

The concession card holder fee is calculated at 25% off the full price fee for casual entries, and memberships.

Direct debit members whose concession card expires within the term of their membership period must provide evidence of their new concession card prior to or on the date that their existing card expires. Retrospective credit for the forgone discount will not be issued. The responsibility to advise the operator of an updated concession card remains the responsibility of the patron.

Student cards are only valid up until the expiration date specified on the card. If an expiration date is not specified, a maximum period of four (4) years will be applied from the point of sale.

An original concession card must be presented (photocopies or photos will not be accepted).

For more information on Commonwealth issued health and concession cards, visit the Services Australia [website](#).

Spectator all ages:

A person who is accompanying / supervising a child who is participating in a structured program such as learn to swim, squads, school carnival and parties etc. This category also includes the siblings of that child, who may be required to accompany the spectating adult but they themselves are not participating in the program and/or have no intention of using the facilities (i.e. entering the water).

The City of Sydney and its operators implement supervision requirements which are consistent with the Royal Life Saving Society of Australia Guidelines for Safe Pool Operations and the 'Keep Watch at Public Pools' Safety Program.

- **Supervising adult:** an adult sixteen (16) years and over accompanying a child under ten (10) years of age, the supervising adult must pay the adult entry fee. This category excludes supervising adults of children attending the learn to swim program, who do not pay a spectator fee.
- **A child five (5) years and under** must be supervised by an adult sixteen (16) years and over, who is always expected to accompany the child in the water and be within arm's reach. Therefore, the adult entry fee applies. Children three (3) and over are charged the child entry fee. Children (infants) under three (3) years are not charged an entry fee.
- **A child under ten (10) years and over five (5) years** must be accompanied by an adult sixteen (16) years and over. Therefore, the adult and child entry fees apply.

Note: age ranges defined above align primarily with the Royal Life Saving Society of Australia Guidelines for Safe Pool Operations.

Access

Glossary

Sauna and steam room: is only available at Ian Thorpe Aquatic Centre, and is defined separately from other aquatic facilities or swimming pools.

Sports Hall: is only available at Cook + Phillip Park Pool and is defined separately from other fitness facilities.

Sportsfield: is only available at Gunyama Park Aquatic and Recreation Centre and is defined separately from other fitness facilities, including the sports hall.

Aquatic programming: includes aquarobics, squads, learn to swim, swimfit and other pay per use water-based programs, as defined by the City and its operators.

Fitness programming: refers to group fitness classes and other pay per use dry / land-based programs, as defined by the City and its operators.

Casual Entry

Casual pool entry: entry includes use of the swimming pools for recreational and lap swimming only, change facilities and showers. This entry excludes the use of other pay per use fitness facilities, sports hall, sports field, sauna and steam room and other pay per use aquatic and fitness programming.

Casual family entry: entry includes casual pool entry as described above, for a maximum of two (2) adults and two (2) children. Categories are defined at the beginning of this document.

Casual additional family member: access for an additional family member (beyond two (2) adults and two (2) children) when purchasing a casual family entry as described above. The additional family member entry fee is charged per person at the full entry fee for the relevant category that would be applicable for that family member. For example, a family unit including an additional family member sixteen (16) years and over will be charged the adult casual entry fee, in addition to the casual family entry fee. Categories are defined at the beginning of this document.

Casual gym entry: entry includes use of the gym for an adult, change facilities and showers. This entry excludes the use of other pay per use fitness facilities, sports hall, sports field, sauna and steam room and other pay per use aquatic and fitness programming.

Casual gym and swim entry: entry includes use of the gym for an adult and swimming pools for recreational and lap swimming only, and use of change facilities and showers. This entry excludes the use of other pay per use fitness facilities, sports hall, sports field, sauna and steam room and other pay per use aquatic and fitness programming.

Fitness and aqua class entry: entry includes access to one (1) group fitness class and use of the gym for an adult or one (1) aquarobics class and use of the swimming pool for recreational and lap swimming only, and use of change facilities and showers. This entry excludes the use of other pay per use fitness facilities, sports hall, sports field, sauna and steam room and other pay per use aquatic and fitness programming. Each class participated in occurs a separate, additional charge.

Additional Facilities (Charged)

Swim / Steam / Sauna entry: entry includes use of the sauna and steam room (available at Ian Thorpe Aquatic Centre only), swimming pools for recreational and lap swimming only, and use of change facilities and showers. This entry excludes the use of other pay per use fitness facilities, sports hall, sports field, and other pay per use aquatic and fitness programming.

Casual Sports Hall court entry: includes use of the sports hall (available at Cook + Phillip Park Aquatic and Fitness Centre only), and use of change facilities and showers. This entry excludes the use of other pay per use fitness facilities, sports field, sauna and steam room and other pay per use aquatic and fitness programming.

Access card holders

Resident City Access Card holders: are residents of the City of Sydney local government area and receive subsidised entry to the City's six (6) aquatic and leisure centres. Access is provided throughout all operational hours.

Non-resident City Access Card holders: are not residents of the City of Sydney local government area. These patrons receive subsidised entry to the City's aquatic and leisure centres during off-peak times only.

Off-peak times: include weekdays between 8am and 3pm, and after 7pm, and weekends after 1pm

Please contact the City of Sydney for details on eligibility and how to apply on 02 9265 9333 or council@cityofsydney.nsw.gov.au.

For more information on the City Access Cards visit the City's [website](#).

Entry for City Access Card Holders applies as follows:

Access card swim only entry: entry includes the use of the swimming pools for recreational and lap swimming and use of the sauna and steam room (available at Ian Thorpe Aquatic Centre only), and use of change facilities and showers. This entry excludes the use of other pay per use fitness facilities, sports hall, sports field, and other pay per use aquatic and fitness programming.

Access card gym only entry: entry includes use of the gym for an adult, change facilities and showers. This entry excludes the use of other pay per use fitness facilities, sports hall, sports field, sauna and steam room and other pay per use aquatic and fitness programming.

Access card gym and swim entry: entry includes use of the gym for an adult and swimming pools for recreational and lap swimming only, sauna and steam room, and use of change facilities and showers. This entry excludes the use of other pay per use fitness facilities, sports hall, sports field, and other pay per use aquatic and fitness programming.

Access Card fitness and aqua class entry: entry includes access to one (1) group fitness class and use of the gym for an adult or one (1) aquarobics class and use of the swimming pool for recreational and lap swimming only, and use of change facilities and showers. This entry excludes the use of other pay per use fitness facilities, sports hall, sports field, sauna and steam room and other pay per use aquatic and fitness programming. i.e. each class participated in occurs a separate, additional charge.

Access card multi-visit swim only pass (20 visit): entry includes the use of the swimming pools for recreational and lap swimming only, and use of change facilities and showers. This entry excludes the use of other pay per use fitness facilities, sports hall, sports field, and other pay per use aquatic and fitness programming. There is no expiry date on this pass, unlike other passes.

Access card swimming lesson: entry includes one (1) swimming lesson and use of the swimming pools for recreational and lap swimming, and use of change facilities and showers. This entry excludes the use of other pay per use fitness facilities, sports hall, sports field, and other pay per use aquatic and fitness programming, i.e. each class participated in occurs a separate, additional charge.

City of Sydney Aquatic Club Entry: entry to active and registered club members on monthly race night only. Entry includes the use of the swimming pools for participation in club races, change facilities and showers. This entry excludes the use of other pay per use fitness facilities, sports hall, sports field, sauna and steam room and other pay per use aquatic and fitness programming. This entry also excludes the use of swimming pools for the purpose of recreational and lap swimming (excluding club activities).

Memberships

There are no refunds of membership fees for change of mind or circumstances, excluding the standard cooling off period. Memberships or their remaining value are not transferable.

A non-negotiable period of 14 days' notice is required for membership cancellations and suspensions.

Membership options include:

Standard direct debit membership: includes no lock in contract term and charged via direct debit.

12-month direct debit membership: includes a 12-month contract term that is charged at a discounted rate of the standard membership cost and is charged via direct debit.

Upfront membership: includes a 3, 6 or 9 month option. Unlike direct debit payments members pay the full amount upfront for their chosen membership term.

360 Go (Multi-Visit Swim Only Passes - 20 Visits)

This multi-visit pass includes access to the swimming pools for recreational and lap swimming only, and access to change facilities and showers. This entry excludes the use of other pay per use fitness facilities, sports hall, sports field, sauna and steam room and other pay per use aquatic and fitness programming.

Where a closure of a centre, or part of its facilities affects the membership or 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 duration of the closure. Access impacting memberships will be addressed on a case-by-case basis.

This pass expires three (3) years from the date of purchase. The pass is non-refundable. However, it is transferable by submitting a transfer request with the operator.

Indoor and outdoor variations of the 360 Go pass are available:

Pro: swim-only multi-visit pass, with access to all six (6) centres, including Gunyama Park Aquatic and Recreation Centre.

Active: swim-only multi-visit pass, with access to the three (3) standalone outdoor pools, excluding Gunyama Park Aquatic and Recreation Centre.

The three standalone outdoor pools are:

- Andrew (Boy) Charlton Pool
- Prince Alfred Park Pool
- Victoria Park Pool

Fitness Passport or ClassPass

These membership models are not accepted at the City of Sydney's 6 aquatic and leisure centres.

360 Learn to Swim Family Membership

This membership includes two (2) adult participants with access to the fitness facilities and swimming pools for recreational and lap swimming only. It excludes learn to swim programming for adults.

This membership also includes two (2) children with access to 48 weeks of group swimming lessons each year, as part of the Water Safety Program – Learn to Swim. It excludes squads, clinics, holiday programs and all other pay per use aquatic and fitness programming.

Swimming lessons are applicable for the children in each family unit, and is limited to one swimming lesson per week, for each child. The membership provides unlimited recreational and lap swimming outside of lesson times for the family unit.

Classes are charged by direct debit or up-front payment options only.

Suspensions, refunds, or credits do not apply to learn to swim enrolments as part of a family membership.

Eligibility

To be eligible there must be two (2) children first enrolled into the learn to swim program.

NSW Government program vouchers e.g. First Lap and Active kids cannot be applied to this membership.

Please contact one of the City's aquatic and leisure centres for more information.

360 Swim Only Membership

Pro: this membership includes unlimited access to the six (6) pools for recreational and lap swimming only, and access to change facilities and showers. Membership includes use of the steam and sauna room at Ian Thorpe Aquatic Centre.

Active: this membership includes unlimited access to the three (3) standalone outdoor aquatic and leisure centres for recreational and lap swimming only, and access to change facilities and showers. This membership excludes Gunyama Park Aquatic and Recreation Centre.

360 Active Membership

This membership includes unlimited access to all three (3) standalone outdoor aquatic and leisure centres, as well as access to change facilities, showers, and gym (available at Victoria Park Pool only), during general operating times. This membership excludes Gunyama Park Aquatic and Recreation Centre.

This membership includes access to group fitness classes and aqua classes. It excludes all other pay per use fitness and aquatic programming, which attract additional costs.

Please contact one of the City's three (3) standalone outdoor aquatic and leisure centres for more information.

360 Pro Membership

This membership includes unlimited access to all six (6) aquatic and leisure centres, as well as access to change facilities and showers, and gym during general operating times.

This membership includes access to group fitness classes and aqua classes. It excludes all other pay per use fitness and aquatic programming.

This membership includes access to lockers at no additional charge.

Parking, where available, is charged at an additional cost.

Fitness Programs

Teen Gym: the program includes one (1) structured gym floor class under supervision for a set period, and use of change facilities and showers. The program excludes use of the fitness facilities, sauna and steam room, sports hall, sports field and other pay per use aquatic programming and additional fitness programming (apart from the class itself).

Personal Training (PT): the program includes pay as you go 30 or 60 minute sessions of one-on-one fitness training and program development. The service can be purchased as a single purchase or multi-pack options. Individual ongoing weekly personal training plans can also be developed and charged via direct debit. The purchase of a PT session permits access to the gym for the period of that session. For continued use of the gym beyond the session period a membership or casual entry payment is required.

Aquarobics Classes

Aquarobics class: entry includes access to one (1) aquarobics class and use of the swimming pool for recreational and lap swimming only, and use of change facilities and showers.

Aquarobics concession: entry includes access to one (1) aquarobics class and use of the swimming pool for recreational and lap swimming only, and use of change facilities and showers. Entry is available under all valid concessions categories at a discounted price. Conditions as described above.

Multi-visit aquarobics (10 classes) pass: entry includes access to ten (10) aquarobics class and use of the swimming pool for recreational and lap swimming only, and use of change facilities and showers.

This entry excludes the use of other pay per use fitness facilities, sports hall, sports field, sauna and steam room and other pay per use aquatic and fitness programming, i.e. each class participated in occurs a separate, additional charge).

There are no refunds for change of mind or circumstances, and any remaining value is non-refundable, but is transferable by submitting a transfer request with the operator.

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 duration of the closure.

Swimming and Water Safety - Learn to Swim

This program applies to adults and children booked into the 48-week Swimming and Water Safety Program – Learn to Swim Classes. Adults do not have access to the learn to swim program as part of the 360 Family Learn to Swim Membership.

The program includes one (1) group swimming lesson per week and unlimited swimming outside of lesson times for the enrolled child or adult, and use of change facilities and showers.

The program also includes free entry for two (2) supervising adult per child when accompanying an enrolled student. Additional spectators are to be charged the spectator fee. Free entry would not be applicable to adult students as supervision of that participant is not required.

This program excludes squads, clinics, holiday programs and other pay per use aquatic programming as defined by the City and its operators.

Private lessons are also available.

Private lessons

- individual: 1 x 30-minute class
- double private: 2 children in 1 x 30-minute class

All lessons are charged by direct debit or up-front payment options only.



Figure 1. Swimming lesson, Victoria Park Pool, Camperdown – Photo by Katherine Griffiths / City of Sydney

Exercise Physiology Services

Exercise physiology provides patrons with information and advice about exercise to help them manage and prevent injuries and chronic conditions.

Exercise physiology services can include the use of the swimming pools and fitness facilities whilst under the guidance of the exercise physiologist. For personal access to these facilities at other times a membership or entry fee is required.

Appointment options include one-on-one individual sessions of initial and subsequent consultations for sessions of 30 minutes, or group sessions for two to twelve participants.

Department of Veterans Affairs

Gold or White Card covers exercise physiology treatment that is clinically necessary.

- For all conditions, if the patient holds a Veteran Gold Card
- For specific, accepted conditions only, if the patient holds a Veteran White Card

For more information on exercise physiology serviced for veterans visit the Department of Veteran's Affairs [website](#).

National Disability Insurance Scheme (NDIS)

NDIS – exercise physiologist: includes a one-hour (1) duration individualised session with an exercise physiologist for NDIS clients for the development of a program to improve their physical wellbeing.

NDIS – personal training: a one-hour (1) duration supervised session with an exercise physiologist to implement programs developed by a doctor or exercise physiologist. Participants can be self-managed, or plan managed.

Exercise physiologist sessions – individual

These sessions are available to all clients who are seeking an exercise physiologist of their own accord for treatment of existing injuries or medical conditions.

Patrons may be able to utilize Medicare, Private Health Insurance, or other third-party funding to cover part or whole of the session. Patrons in this situation are encouraged to contact their health cover provider for more information relating to their access to exercise physiology as part of their cover.

Exercise physiologist – chronic disease GP management plans and team care arrangements program

This program replaces the Enhanced Primary Care (EPC) Program. The Chronic Disease Management (CDM) Plans and Team Care Arrangements allows for access to Medicare-subsidised services provided by allied health professionals, as referred by a general practitioner for the treatment of chronic or terminal conditions. A referral is required.

Patrons of this program can receive up to 5 individual subsidized sessions under the supervision of an Allied Health Professional each calendar year. Patients with type 2 diabetes can also access additional group services for exercise physiology. For more information on Chronic disease management (CDM) plans and team care arrangements and see up-to-date reimbursement information visit the Department of Health and Aged Care [website](#).

Exercise Physiologist – Workcover

Includes exercise physiology treatment for an injured worker on a one-to-one basis for a maximum one-hour (1) duration session. The participant must be referred by medical practitioner. For more information on Workcover exercise physiology or its price refer to State Insurance Regulatory Authority [website](#).

Hydrotherapy (Aquatic Therapy) Classes

Entry includes access to one (1) hydrotherapy (aquatic therapy) class and use of the swimming pool for recreational and lap swimming only, and use of change facilities and showers.

This entry excludes the use of other pay per use fitness facilities, sports hall, sports field, sauna and steam room and other pay per use aquatic and fitness programming, i.e., each class participated in occurs a separate and additional charge).

Hydrotherapy (aquatic therapy) classes are available at indoor aquatic and leisure centres only.

Facilities

Creche

Child minding provided within the centre to children of the parent / guardian using the aquatic and leisure centre. This facility is available at Gunyama Park Aquatic and Recreation Centre only, for children 8 weeks to 5 years old. The parent or guardian must remain onsite at the centre whilst the children are in care.

This service is not to be confused with childcare or early educational care and the associated educational and developmental outcomes that would be expected from this level of specialised care nor is child minding claimable against the Childcare Rebate and other government subsidy programs.

Meeting Rooms

- Andrew (Boy) Charlton Pool – Charlton Room – capacity of 88, chairs and table, audiovisual (AV) facilities available
- Cook + Philip Park Pool – group fitness training room – capacity of 50, chairs and table, audiovisual (AV) facilities available
- Ian Thorpe Aquatic Centre – small meeting room, capacity of 6, chairs and table, no audiovisual (AV) facilities available
- Gunyama Park Aquatic and Recreation Centre – studio 1 – capacity of 20, chairs and tables, audiovisual (AV) facilities available
- Gunyama Park Aquatic and Recreation Centre – studio 2 and 3 – capacity of 60, chairs and tables, audiovisual (AV) facilities available
- Gunyama Park Aquatic and Recreation Centre – meeting room 1 – capacity of 8, chairs and table, audiovisual (AV) facilities available
- Gunyama Park Aquatic and Recreation Centre – meeting room 2 – capacity of 6, chairs and table, audiovisual (AV) facilities available

Fee includes the hire of the meeting room only. Room set-up is the responsibility of the hirer.

City of Sydney Community Tennis Courts

The City of Sydney manages community tennis facilities across the local government area, providing for the recreation needs of our communities, and contributing to their quality of life.

These six (6) community tennis facilities provide access to 17 full-size tennis courts and to four (4) permanent mini courts at Rosebery, which are suitable for pickleball or junior tennis.

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

Hours of Operation

Day: 7am – 5pm Monday to Friday

Evening: 5pm – 10 pm Monday to Friday

Weekend: 7am – 10 pm Saturday and Sunday

Customers

Adult: any person sixteen (16) years and over who does not qualify for any of the concession categories, as outlined below.

Concession: full time enrolled students, NSW Seniors Card (excludes Senior Savers card) holders, primary card holders of Commonwealth health care cards, Pensioner Concession Cards, Commonwealth Seniors Health Cards, ImmiCards, Ex-Carer Allowance (Child) Health Care Cards, Foster Child Health Care Cards, Low Income Health Care Cards, NSW transport concession entitlement card for job seekers, Department of Veterans Affairs Pensioner Concession Cards, or people with proof of an approved Commonwealth concession or health care card issued but not listed here.

The Concession card holder fee is calculated at 25% off the full price fee for casual entries.

Direct debit members whose concession card expires within the term of their membership period must provide evidence of their new concession card prior to or on the date that their existing card expires, retrospective credit for the forgone discount will not be issued. The responsibility to update the operator with this information remains the responsibility of the patron.

Student cards are only valid up until the expiration date specified on the card. If an expiration date is not specified, a maximum period of four (4) years will be applied from the point of sale.

An original concession card must be presented (photocopies or photos will not be accepted).

For more information on Commonwealth issued health and concession cards, visit the Services Australia [website](#).

Tennis Access Card Holders

Tennis Access Card holders must be residents of the City of Sydney local government area. Card holders receive subsidised access to the City of Sydney's tennis centres.

For more information regarding the access cards visit the City's [website](#).

Or you can contact the City of Sydney for details on eligibility, and how to apply:

Phone: (02) 9265 9333 or email: council@cityofsydney.nsw.gov.au

- Tennis access card bookings are limited to two (2) people per court, per tennis access card.
- One of the participants must be a holder of a valid tennis access card.
- The tennis access card will be checked prior to gaining access to the courts.



Figure 2. 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 four (4) indoor multipurpose courts for sports such as netball, volleyball, futsal, badminton, pickleball, basketball and multi-sports.

Customers

Concession: full time enrolled students, NSW Seniors Card (excludes Senior Savers card) holders, primary card holders of Commonwealth health care cards, Pensioner Concession Cards, Commonwealth Seniors Health Cards, ImmiCards, Ex-Carer Allowance (Child) Health Care Cards, Foster Child Health Care Cards, Low Income Health Care Cards, NSW transport concession entitlement card for job seekers, Department of Veterans Affairs Pensioner Concession Cards, or people with proof of an approved Commonwealth concession or health care card issued but not listed here.

Concession does not apply for sporting clubs and organisations.

Student cards are only valid up until the expiration date listed on the card.

The concession card holder must be present for the booking and is only eligible for a maximum of one (1) booking per booking date. Standard court hire rate will apply for any additional bookings.

A minimum of 50% of participants within the booking must also be present and hold an original concession card (photocopies will not be accepted). Concession cards will be checked to gain entry to the court.

Access

Casual Entry: indoor courts available for casual basketball use for a minimum of 30 minutes, during non-booked court times. Entry includes the use of change facilities and showers.

Please contact Perry Park Recreation Centre for court time details.

Casual Court Hire: available for one off or irregular booking of indoor courts for individual or group use, full court hire per hour for futsal, netball, volleyball, badminton, basketball, and multi-sports. Half court hire available for netball and basketball only. Hire includes the use of change facilities and showers.

Regular booking: any sporting group or organisation that hires court spaces on a weekly basis (minimum ten (10) consecutive weeks).

City Access Card Holders

City Access Card (student): full-time enrolled students aged eighteen (18) and under. Student cards or proof of enrolment will be required. This applies to casual entry only.

Programs

City Run program: sports programs run by the City, targeted at adults, children, and concession groups. Access includes use of change facilities and showers.

Sports Competitions: City operated sports competitions for senior and junior teams – futsal, netball, volleyball and multisport. Access includes use of change facilities and showers.

Senior: adults eighteen (18) years and over.

Junior: children under eighteen (18) years of age.



Figure 3. Indoor play at Perry Park Recreation Centre, Alexandria – Photo by Katherine Griffiths / City of Sydney

Services

Event hire: the centre is available for sporting functions / events with more than 100 attendees per court and/or displaces City run programs and bookings. The hire includes the use of change facilities and showers. Bookings are for a minimum of two (2) indoor courts, for a minimum of five (5) hours. Additional fees apply for cleaning, advertising, staff provision, equipment hire, spectator seating relocation, showcourt seating set-up / pack-down, bump in / bump out and cancellations. Please contact the centre for more information.

Spectator seating relocation: set-up / pack-down of two-tiered spectator seating for events or international futsal court configuration, with an applicable fee. Up to 106 people per court can be seated. The booking must allow for set-up / pack-down in booked hours.

Please contact the centre for more information.

Showcourt seating: set-up / pack-down of showcourt seating, with an applicable fee. Up to 336 people can be seated. The booking must allow for set-up / pack-down in booked hours.

Please contact the centre for more information.

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 (i.e.: shin guards, sports tape) at the centre kiosk.

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 Synthetic Sportsfield, Zetland

Field: 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 – up to 4pm, Monday to Friday
- Peak hire time – from 4pm on weekdays and all day on weekends

Field access: for periods where there are no field bookings, the field will be available for informal use. However, the field cannot be used for personal training with equipment.

Getiela Synthetic Sportsfield, Alexandria

This field is shared with Alexandria Park Community School. The City has use of the field outside of school hours, weekends, public holidays, and school holidays.

City use hours

- Monday to Friday (school terms) – from 6pm to 10pm
- Weekends & Public Holidays – from 8am to 8pm
- Monday to Friday (school holidays) – from 8am to 10pm

Field: may be hired in full field configuration or half field configuration. Half field bookings will be charged at 50% of full field rates.

Field access: for periods where there are no field bookings, the field will be available for informal use. However, the field cannot be used for personal training with equipment.

Bookings must be made through Perry Park Recreation Centre.

Perry Park Synthetic Sportsfield, Alexandria

Field: may be hired in full field configuration or half field configuration. Half field bookings will be charged at 50% of full field rates.

Field access: for periods where there are no field bookings, the field will be available for informal use. However, the field cannot be used for personal training with equipment.

Bookings must be made through Perry Park Recreation Centre.

The Crescent Synthetic Sportsfield, Annandale

Hours of use

- Monday to Friday – 8.00am to 10.00pm
- Weekends – 8.00am to 8.00pm

Field: may only be hired in half field configuration.

Field access: for periods where there are no field bookings, the field will be available for informal use. However, the field cannot be used for personal training with equipment. Studded boots are not permitted to be used on the field.

Bookings must be made through the City's Venue Management unit, via (02) 9265 9333 or via openspacebookings@cityofsydney.nsw.gov.au.



Figure 4. Gunyama Park synthetic sportsfield, Zetland – Photo by Chris Southwood

Customers

Commercial hire: businesses, corporations, or any otherwise private groups that charge entry or participation fees for use or access to the field, that also compete with local businesses.

Please contact Perry Park Recreation Centre for more information.

Non-commercial hire: registered not-for-profit or charity groups, and private schools. The hirer must provide a Certificate of Endorsement as an Income Tax Exempt charitable entity from the Australian Tax Office, or a copy of the entity's constitution (including a not-for-profit clause).

Schools within the Local Government Area (LGA): government public schools that are situated within the City of Sydney local government area. Private schools are not included.

School outside the Local Government Area (LGA): government public schools that are situated outside the City of Sydney local government area.

Access

School holiday hire: any non-commercial organisation that hires field spaces during the school holidays (before 6pm on weekdays).

Please contact Perry Park Recreation Centre for more information.

Seasonal booking: any non-commercial organisation that hires field spaces over the duration of either summer or winter sporting season (minimum 10 consecutive weeks or fortnights).

Programs

City run program: sports programs run by the City, targeted at adults, children, and concession groups.

School holiday programming: City operated holiday camps and school holiday programs. Includes staff and equipment.

Sports competitions: City operated sports competitions for senior and junior teams - football, rugby, and multisport.

Senior: adults eighteen (18) years and over.

Junior: children under eighteen (18) years of age.

Services

Events: the field is available for sporting functions / events hire that may displace City run programs and bookings. The booking may include the use of change facilities and showers (booked through Alexandria Park Community School).

Each booking is for a minimum of five (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 information.

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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.

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

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

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

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.

DA – Development application for land use. An s4.55 application is a request to modify an existing development consent.

DCCEEW - The NSW Department of Climate Change, Energy, the Environment and Water. Responsible for ensuring a sustainable NSW through climate change and energy action, water management, environment and heritage conservation and protection.

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

DPHI – Department of Planning, Housing and Infrastructure. Responsible for delivering diverse planning, housing solutions, and infrastructure across the state.

Environmental Management System (EMS) – Is a structured system designed to help manage environmental impacts and improve the environmental performance of the City's operations.

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.

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

EEO – Equal employment opportunity

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

HART – 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.

LGBTIQA+ – lesbian, gay, bisexual, transgender, queer and asexual communities, including people of diverse sexualities and genders and intersex people

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.

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

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

Potable water – Treated water that is safe enough for consumption, use in kitchens and bathrooms. Water that is of drinking water quality for use in bathrooms, kitchens and for consumption.

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

Recycled water – Former wastewater (sewage) is treated to remove solids and impurities and used for non-potable water needs, rather than discharged into waterways.

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

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

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.

Sustainability Management and Reporting Tool (SMART) – the utilities 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.

Water sensitive urban design – A design approach which integrates the urban water cycle into urban design to reduce environmental degradation and improve aesthetic appeal.



Attachment B

Resourcing Strategy 2024



Resourcing Strategy 2024

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

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Cover image: Team sport at King George V Recreation Centre in the Rocks. Photo by Chris Southwood / City of Sydney

Introduction

Sustainable Sydney 2030-2050 Continuing the Vision continues our vision for a more sustainable future. Ten 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 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 consider 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.

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

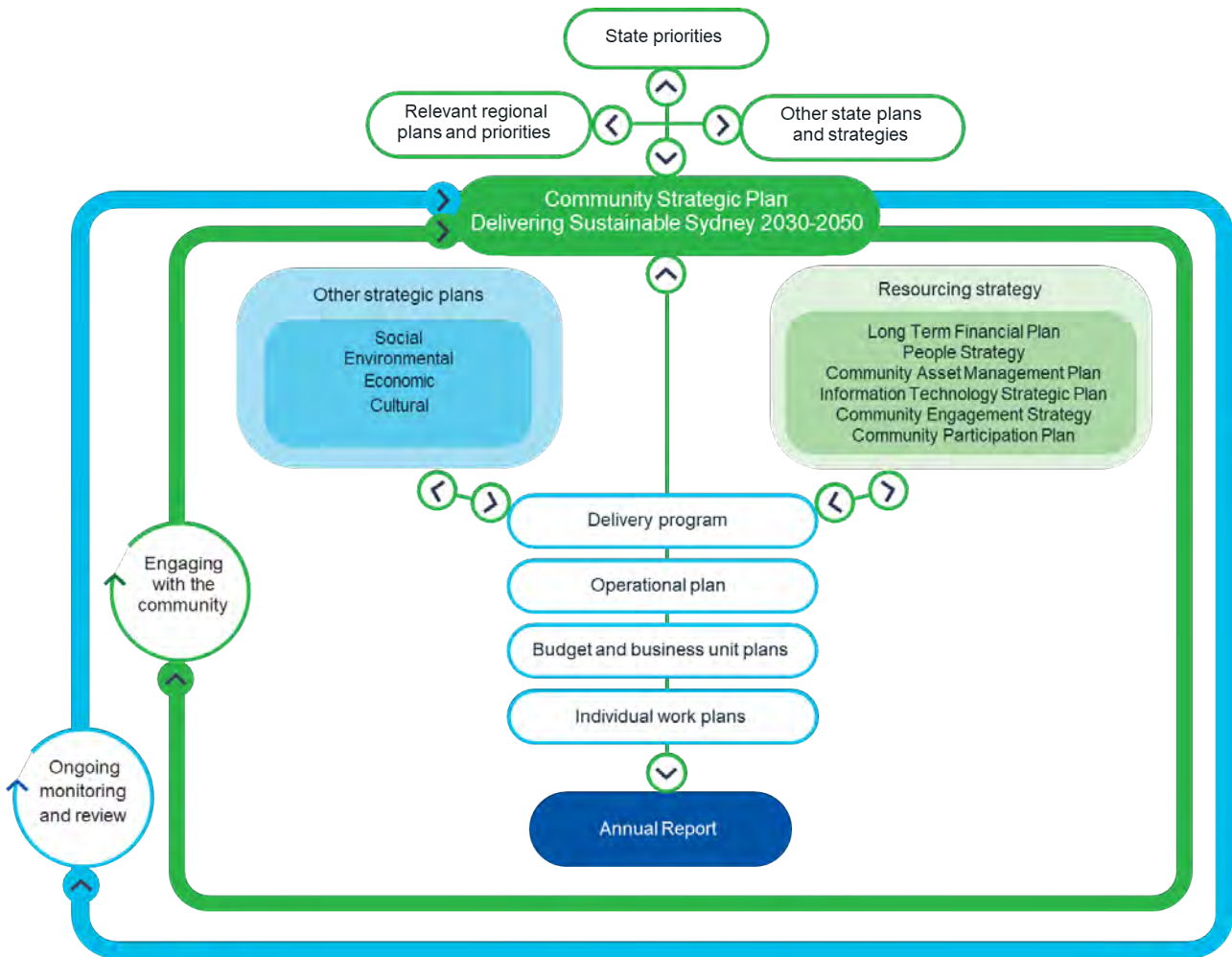


Figure 1. Integrated planning and reporting framework diagram, adapted from Office of Local Government

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. It was adopted by Council in June 2022.

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. The community strategic plan is structured around 10 strategic directions. We update this plan every four years, in line with government requirements, and to adapt to changing circumstances and community aspirations.

The City’s Delivery Program 2022-26 (the delivery program) acts as the link between the long term community strategic plan and the annual operational plan and it 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 acts as the link between the long term community strategic plan and the annual operational plan

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 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.

Long term financial plan (LTFP)

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.

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. It is an important document, which aims to balance community aspirations and goals against financial realities.

Contained in the 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 in the face of global inflationary pressures and as the economy continues to recover from the pandemic. Additionally, two alternate scenarios are included in the financial schedules.

Alternate scenario 1 shows the impact of sustained inflation over the short term (until 2025/26), then decreasing and returning to the Reserve Bank of Australia's inflation target range, driving an increase in the expenditure base. Scenario 2 shows the impact of reduced income from developer contributions resulting from uncertainty of future development cycles and the ownership of income flows. The scenarios reflect unfavourable outcomes for the City of Sydney.

Community asset management plan (CAMP)

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 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 2022-2026 outlines the key issues impacting the City's workforce and seeks to guide people related decision making, priorities and investment to support the outcomes in the community strategic plan.

The strategy has 3 core objectives:

- energising our people and our workplaces by fostering a 'people first' culture
- adapting our ways of working for the future
- strengthening our employee value proposition and recruitment experience to attract and retain diverse, skilled people.

The People Strategy 2022–2026 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. For the purposes of the Integrated Planning and Reporting Framework, the People Strategy is the City's workforce plan.

Key organisational statistics have been updated within this revised version to reflect current employee data and trends.

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)

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.

Our community engagement strategy is a framework for how we engage local 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.

The City of Sydney’s community participation plan is included in the community engagement strategy 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 Environmental Planning and Assessment Act. We apply a community participation plan in carrying out our planning functions which 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.



Figure 2. Town Hall House exterior. Photo by Abril Felman / City of Sydney

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:

- Ongoing recovery activities related 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. The City will be involved in 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 innovation 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.



Figure 3. Hyde Park and the Archibald Memorial Fountain. Photo by Abril Felman / City of Sydney





Long Term Financial Plan 2024/25 to 2033/34

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

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Cover image: Hyde Park in bloom, Sydney – Photo by Chris Southwood / City of Sydney

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 (the City'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 the City's Community Strategic Plan, Delivery Program

and annual Operational Plan, and be assured that these plans are financially achievable and sustainable.

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, public domain works and facilities across the Local Government Area, 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: Yes 23 referendum campaign signage in front of the Town Hall



Image 2: Sydney New Years Eve event at Circular Quay

The Long Term Financial Plan demonstrates that the City has the financial capacity to progress the significant initiatives of the Delivery Program, 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.

The plan is based on a recommended “base case” scenario and two additional scenarios to the base case have been added, modelling the impacts of:

- a. Sustained inflation over the short term (until 2026/27), then decreasing and returning to the Reserve Bank of Australia’s inflation target range, driving an increase in the operating expenditure base.
- b. Reduced income from developer contributions resulting from uncertainty of future development cycles and the ownership of income flows.

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.

Cost of living crisis

An extended period of high inflation has resulted in significant economic and financial hardship for many of the City’s businesses and residents. The cost of living has risen disproportionately to wages for a prolonged period, straining household budgets and altering consumer spending patterns.

The City of Sydney remains in a strong financial position in the face of some economic uncertainty, which can be attributed to sound financial management over the preceding years. This enables the ongoing transformation of the urban environment and the ability to respond to emerging issues like food insecurity in order to meet the needs of residents and workers alike.

IPART rates peg determination

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 a new methodology to calculate the rates peg for all Councils in 2024/25 to more accurately reflect the increase in costs for each Council, and better account for the diversity among NSW Councils.

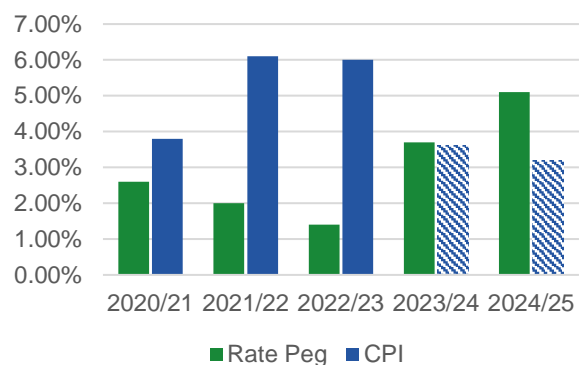
The new methodology to calculate the rate peg is based on forward looking measures of the change in “base costs” of:

- Employee costs
- Asset costs
- Other operating costs

For some councils, the rate peg was further adjusted for council-specific changes in Emergency Services Levy contributions or population growth or both. Further information is available on [IPART’s website](#) regarding the new methodology for calculating the rate peg.

The rate peg assessed by IPART for the City has been set at 5.1% for 2024/25 as seen in the below chart. The shaded columns are forecast Consumer Price Index (CPI) at the time of writing.

Figure 1: CPI and Rates Peg



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 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, adapt our ways of working, and strengthen our value proposition and recruitment experience.
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. Develop sustained collaboration, partnerships and new ways to involve and empower communities to achieve Sustainable Sydney 2030-2050 Continuing the Vision.
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, Housing and Infrastructure. Further parcels of land currently under the control of Property and Development 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.



Image 3: *People on the streets of Sydney, Christmas retail weekend 2023*

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
- IPART's rates peg
- Escalating construction costs
- Property market performance
- 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 pressure

The impacts of inflationary pressures on the City's financial performance in 2023/24 has been forecasted to continue into the early years of the forward estimates. This will continue to

be assessed by the City over the next iteration of the Long Term Financial Plan.

Alternative scenario 1 in the attached schedules illustrates the potential impact on the City's operating expenditure should inflation remain elevated for longer than anticipated in the "base case" of this Plan.

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 aggressive interest rate increases. 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.

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 excluding depreciation. The City has assumed future wages increases

Long Term Financial Plan 2024/25 to 2033/34

broadly in line with the Local Government (State) Award.

The unprecedented pace of interest rate increases has been aggressive as a response to sustained inflationary pressures. This is driving higher financial investment income in the early years of the Long Term Financial Plan. However, it is expected that the City's financial investment portfolio will return to more normalised and pre-covid returns of approximately 3% per annum from 2028/29 onwards.

Although the City's portfolio of financial investments has historically outperformed industry benchmarks, 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.

reserves, and to internally fund its capital works program. The City's closing cash and equivalent investments balance at 2022/23 was \$730.4M.

The City of Sydney entered the 2023/24 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.

Figure 2: Balance sheet summary

Book value of assets	\$14.68B
<i>(including)</i>	
Land	\$8.69B
Buildings	\$1.81B
Roads Infrastructure	\$1.49B
Stormwater Drainage	\$0.37B
Parks	\$0.32B
Cash & Investments	\$730.4M
<i>as at 30 June 2023</i>	
Operating Result *	
2022/23	\$157.0M
2023/24 (Forecast)	\$116.1M
*Excludes capital income, interest, and depreciation	

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 has delivered consistently strong operating performance results, which have enabled the City to accumulate significant cash

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 include:

- Financial sustainability
- Maintaining diversity of income sources
- Generating significant operating surpluses
- Maintaining tight control over expenditure and staff numbers
- Delivering best value services, facilities, and infrastructure
- Effective and efficient utilisation of funding sources to fund capital works and asset acquisitions
- Prudent financial investment
- Considering 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.

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 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 and 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.

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Both internal and external reserves are defined 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 City's 2024/25 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. 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 developer contributions as a result of development activity in the Green Square precinct and Central Sydney Plan
- Capital Grants expected to be received – particularly for City cycleways
- Allowances for asset maintenance growth as a result of new infrastructure/facilities
- The cost of administering local government elections
- Adjustments to operating expenditure reflecting new and evolving services over time
- Adjustments in respect of ongoing impacts for a number of the City's revenue-generating assets as a result of changing economic conditions, and yields following commercial acquisitions

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 financial position and performance.

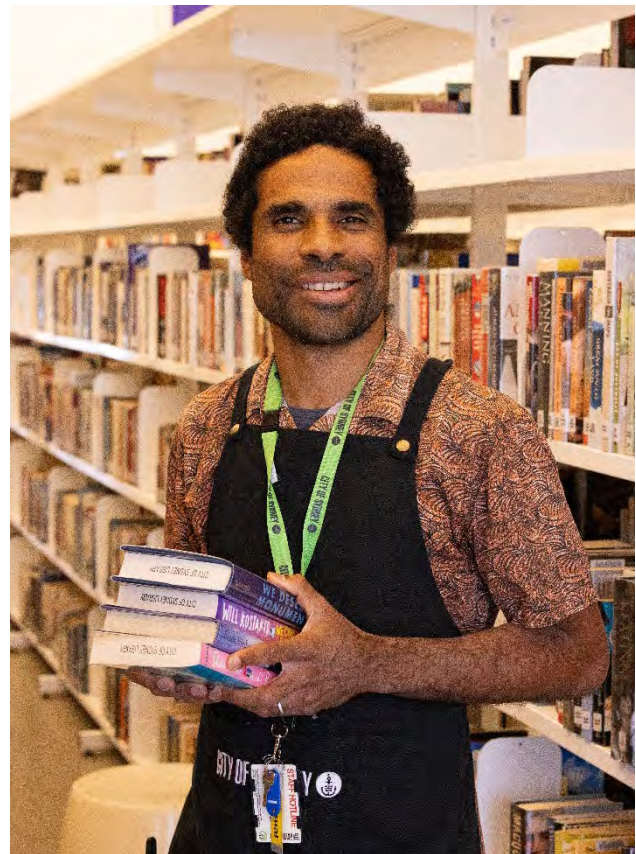


Image 4: *Kings Cross library, located at 50-52 Darlinghurst Rd, Potts Point*

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 being 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 rates on individual assessments by applying an ad valorem (rate in the dollar) multiplier to each rateable (unimproved) land value and subjecting it to a minimum amount.

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 (LGA)

The City's minimum business and residential rates apply to assessments where the resulting ad valorem amount falls below the adopted minimum amount. This is to ensure that all ratepayers make a reasonable contribution towards the services and facilities provided, which is particularly relevant given the number of strata properties with relatively small proportionate land values within the City.

The City's annual rates income represents 41.5% of Income from Continuing Operations (as reflected in the attached schedules of this plan for the 2024/25 year). CBD business rates represent approximately 21.2%, other business rates 9.0% and residential rates 11.4%, of total income from continuing operations. The City's property distribution is not conducive to achieving an equitable unimproved land value-based tax, with 76% of residents on minimum rates, reflecting Sydney's high density living. However, these 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 rate increase. This 'rate cap', also referred to as the 'rate peg' is determined by the Independent Pricing and Regulatory Tribunal (IPART), as delegated by the Minister for Local Government.

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.



Image 5: An aerial view of Town Hall House and Sydney Town Hall

These changes do not always result in increased rate amounts because business land developed into residential land will often result in lower overall rate revenue for the site, and any net increases that are gained will then reduce the allowed population factor. The completion of major urban redevelopments within Sydney has generated additional income during recent years, although significantly less than that required to fund the increase in services demand of new residents.

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.

As mentioned above, the IPART determined the 2024/25 rate peg for the City at 5.1%. Beyond 2024/25, the City has estimated future average general rate increases of 2.75% per annum allowing for IPART approved increases and development growth.

The City will continue to advocate for a more equitable and flexible rating system. The Plan assumes a continuation of the current NSW rating system.

Pensioner Rates & Charges 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 \$3.9M 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, disposal, treatment, and community education are entitled to be recouped from residential ratepayers.



Image 6: *Ultimo recycling pop up*

These charges amount to \$66.5M for the 2024/25 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 2017/18 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.

Stormwater Charges

The legislation also provides the City with the ability to collect a further \$2.1M 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 within the Stormwater Management Plan.

User Charges and Fees

User charges and fees 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 17.6% of the City's budgeted Income from Continuing Operations for 2024/25.

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.

User charges and fees are determined annually, published in the Operational Plan, and

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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 capacity of the user to pay
- the impact of the activity on public amenity
- competitive market prices
- 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-to-year depending on patronage and demand for facilities and services.

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 7.0% of the Income from Continuing Operations for the City in 2024/25.

Other Revenues

Commercial property income

The City's commercial properties portfolio generates approximately 9.0% of the Income from Continuing Operations in 2024/25 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. 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 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 yields generated by the commercial portfolio are subject to ongoing review in order to identify properties with 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 following the Covid-19 pandemic. Over the past few years, 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 at the end of 2021/22, the City continues to act in good faith and support tenants where possible to allow for a reasonable recovery period.

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.



Image 7: Inside the Queen Victoria Building in Sydney CBD

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 approximately 4.8% of the City's Income from Continuing Operations in 2024/25. 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 1.3% 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

Grants and Contributions Provided for Operating Purposes

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 \$7.0M 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*.

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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 Financial 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.

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 and Sponsorship policy, to ensure the highest levels of probity and transparency to protect the City's reputation.

Interest and Investment 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 2023. 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. The City continues to take the opportunity 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 major Community Strategic Plan projects over the next ten years, in addition to the external restrictions of funds required by legislation.

The size of the financial 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 with the utilisation of cash reserves in the delivery of the major projects for which they have been set aside. This is reflected in Figure 5 – projected cash and investments balances graph illustrated later in this plan.

Grants and Contributions Provided for Capital Purposes

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 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, with 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.

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The Central Sydney Contributions Plan (2020) was granted ministerial approval and came into effect commencing 26 November 2021. This iteration of the City's Long Term Financial Plan includes contributions and capital works associated with the Central Sydney Contributions Plan (2020).

The predecessor plan for Central Sydney, made under Section 61 of the *City of Sydney Act (1988)* allowed 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. Contributions received under the Central Sydney Development Contributions Plan 2013 have substantially reduced in the 2023/24 financial year, reflecting the transition to the new section 7.12 plan.

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).

NSW State Government requirements restrict the maximum amount of Section 7.11 developer contributions that can be levied for new residential dwellings 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.



Image 8: *City Skyline as viewed from Jeffrey Street Wharf on New Years Eve*

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.

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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. Moreover, there remains uncertainty regarding the ownership of future cash flows from developer contributions.

The use of Voluntary Planning Agreements (VPAs) and, in the case of 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, monetary contributions will further assist in directly funding specific capital works projects. The Long Term Financial Plan conservatively projects consistent annual section 7.11 contributions income, based on recent average annual income. Though the plan adopts a consistent average, it should be noted that contributions income may be subject to fluctuation from year to year, depended on development activity. The contributions funding will partly offset the cost of meeting the associated increase in demand for new infrastructure and facilities.

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 significant expenditure for projects without appropriate financial support from developer contributions.

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 within the Heritage Conservation Fund, pending the identification of an appropriate avenue for disbursement towards projects with a significant heritage related component.

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.

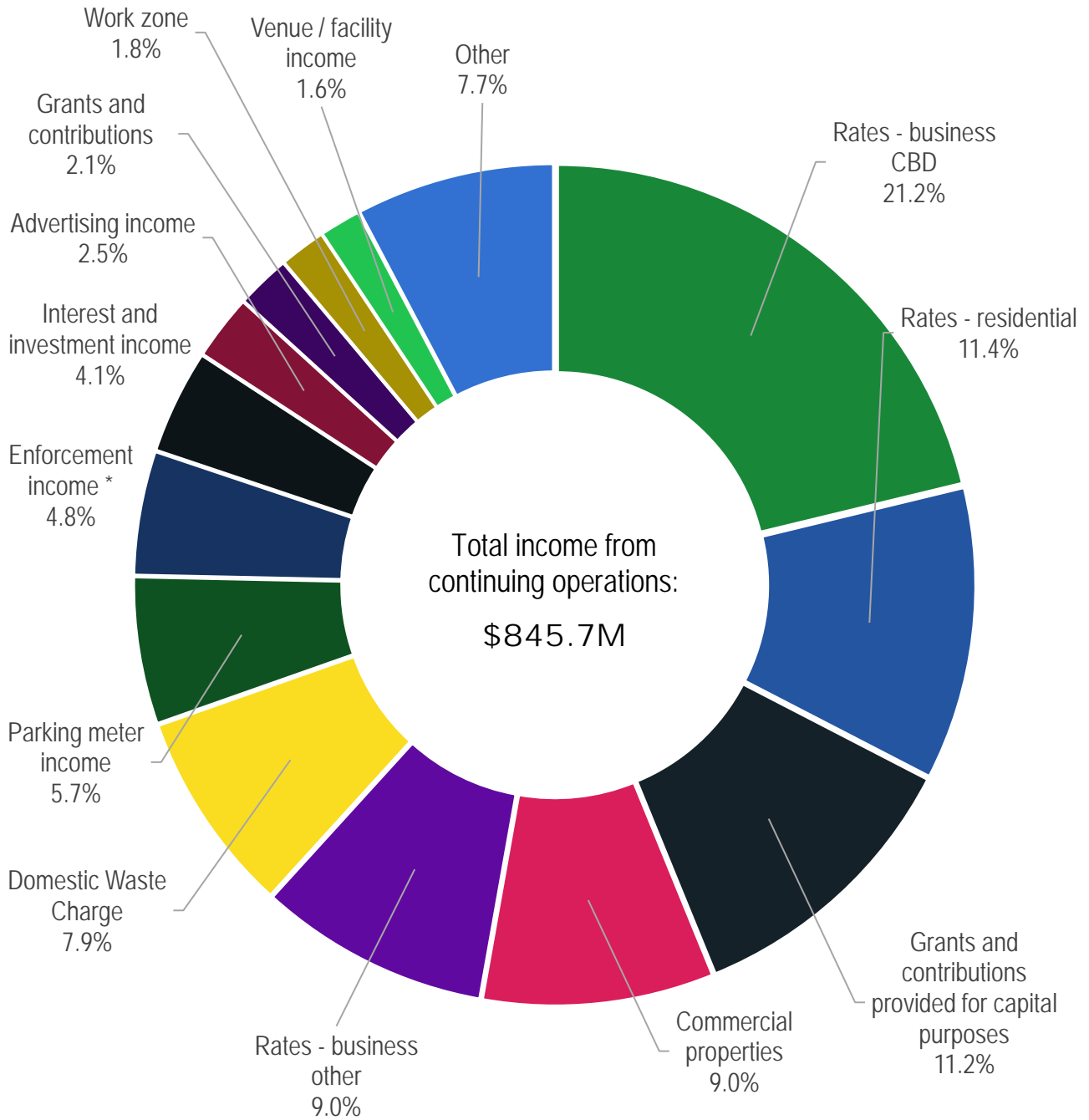
A number of proposed projects over the next ten years will require significant additional sources of funding for the projects to progress. Each of these projects is assessed, and where the funding sources are known, included in the Long Term Financial Plan.

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.

Total Income Summary 2024/25

Figure 3: 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 1.3% 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 benefits and on-costs

The City is a leading NSW local government employer, both directly through its full time equivalent workforce in the order of 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 48.0% 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. 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 Local Government (State) Award trends over the ten year period.

Materials and Services

Materials and services 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 9: *Martin Place Christmas tree decorations in 2023*

Other Expenses

“Other Expenses” 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, Sydney Streets Festival 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 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 \$1.7M for the cost of running the local government elections every four years. The plan therefore allows for elections in 2024, 2028 and 2032.

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 \$15.6M 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.

Some of the levies paid by the City to other agencies include:

- Waste and Environment Services Levy applied to all waste disposed to landfill (over \$4.8M annually)
- Fire & Emergency Services Levy assigned to each council in NSW to partially fund metropolitan and rural fire services (\$6.8M annually), no longer partially subsidised by the NSW State Government
- Parking Space Levy which applies to commercial car parking spaces within the CBD (\$1.9M 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 2024/25, 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 and 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 \$4.0M to the State Government in 2024/25, 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 \$5.9M 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, amortisation and impairment

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.

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.

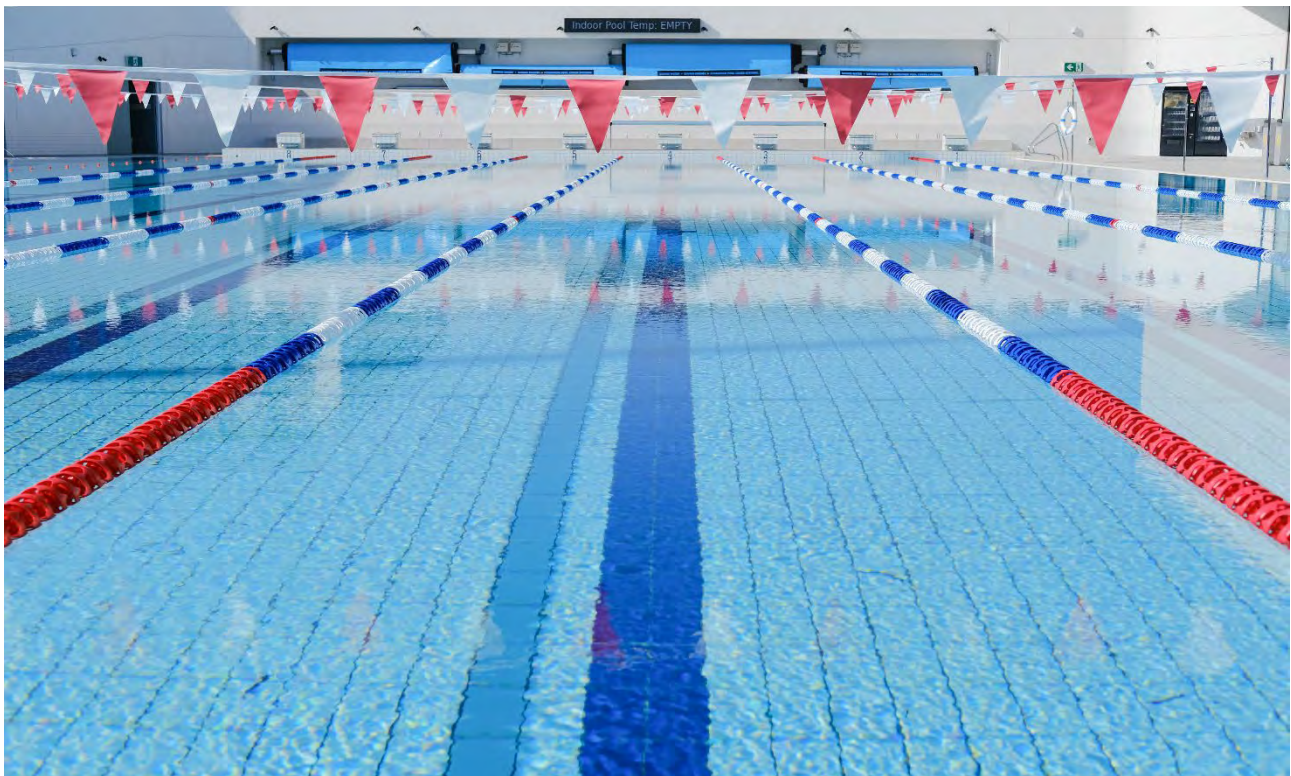
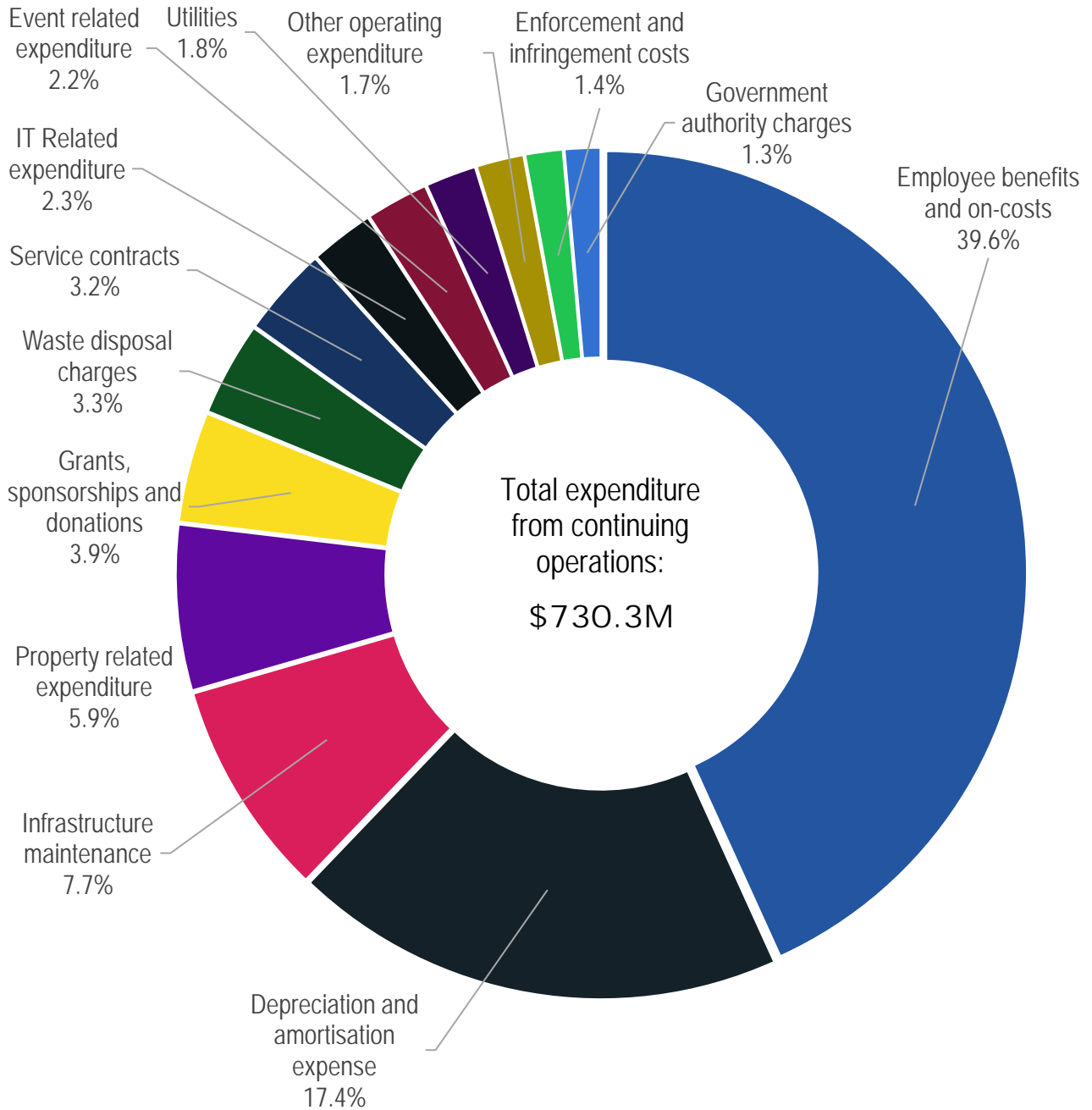


Image 10: City of Sydney Gunyama 50m indoor pool

Total Expenditure Summary 2024/25

Figure 4: 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 \$2.2 billion of 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.

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.

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.

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 supply 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:

- Gunyama Park Stage 2 & George Julius Avenue North
- Federal Park Basketball Courts
- Mandible Street Sports Precinct



Image 11: *Eternity Playhouse in Darlinghurst*

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:

- Green Square school and community facilities
- A future recreation facility at Huntley Street Alexandria.
- Waterloo Town Centre Community Facilities.

Properties – Investment and Operational

Capital works on the City's commercial (income-generating) and operational (e.g. depots, administration buildings) properties are generally renewal-driven.

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.

The public domain category of works includes:

- City centre Sydney Square upgrade
- Dixon Street public domain improvements
- Crown Street public domain improvements
- Pemulwuy precinct public domain improvements
- George Street North pedestrianisation (Hunter to Alfred Streets)

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 City is extending the pedestrian boulevard of George Street from Hunter Street, Wynyard to Essex Street. This project builds on the success of the completed George Street boulevard between Hunter Street and Rawson Place. It includes:

- 5,900m² of new pedestrian space
- wider footpaths by restricting through traffic
- up to 20 new trees
- new street furniture

This project will see our vision of a fully pedestrianised George Street from Circular Quay to Central a step closer, with over 20,000m² of former roadway reclaimed for people.

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. 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 216 hectares throughout the local government area, providing both active and passive places for the community's use and enjoyment.



Image 12: *King George V Recreation Centre, Cumberland Street*

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, 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 Financial 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.

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

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.

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. 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.

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.

Continued 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.

Future Capital Works Program

The City will generate the requisite funds through tightly controlled and well managed operations, interest earnings and capital contributions. Though the Long Term Financial Plan includes 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 vehicles and plant, information technology hardware and equipment, library resources, furniture and fittings and other equipment.

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 average annual allowance is in the order of \$42M combined for plant and asset acquisitions and capital works (Technology and Digital Services), which represents the long term target, with specific requirements determined within the Operational Plan each year.

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. The intention remains to divest any residual lands that are not required, once the essential assets have been constructed or delivered.

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.

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.



Image 13: Glebe Town Hall

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 financial 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 financial investments as at 2023/24 is generally assumed to be consistent throughout the plan, with adjustments made where required by timing of expenditure and projected cash restriction balances.

Cash balance forecasts per the Long Term Financial Plan are summarised in the financial schedules attached to this document.

Cash Restrictions

A significant portion of the City's cash and investment reserves is restricted. These restricted balances are forecast 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 – 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.

Long Term Financial Plan 2024/25 to 2033/34

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 water recycling to deliver enhanced environmental benefits to the organisation and community.

Town Hall Square - funding for construction costs of Town Hall Square set aside from increased rental revenue due to the extension of the available commercial lease terms for properties associated with the future Town Hall Square.

Renewable Energy – Monies set aside to develop renewable energy for the organisation that can be derived from wind, solar or geothermal 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.

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 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.

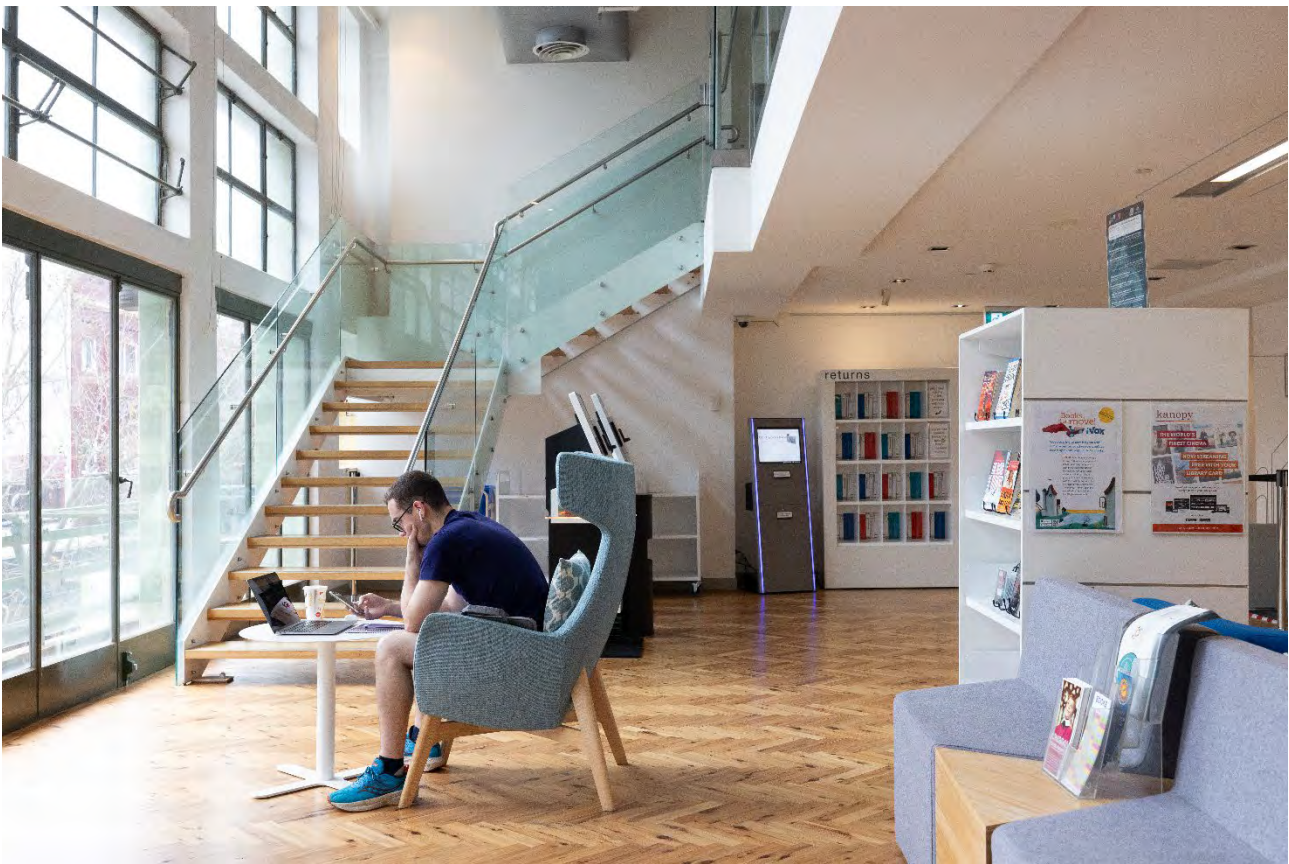


Image 14: Kings Cross Library, one of the City's network of nine branches

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 2024/25. 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. Benchmarks are set by the Office of Local Government.

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:

2024/25	2027/28	2030/31	2033/34
3.52%	2.21%	1.38%	1.11%

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:

2024/25	2027/28	2030/31	2033/34
84.65%	87.39%	89.42%	88.94%

The City will continue to perform at levels in excess of the benchmark. 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:

2024/25	2027/28	2030/31	2033/34
112.51%	134.30%	107.69%	96.63%

* 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. Delivery of asset renewal works is not linear. The lower projected performance in outer years of the Plan marks a temporary decline in asset renewal works that follows several years where renewal works is significantly higher. This is expected to have minimal impact on the assets and their condition.

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:

2024/25	2027/28	2030/31	2033/34
1.29%	0.60%	0.58%	0.72%

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".

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.

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Projected Performance:

2024/25	2027/28	2030/31	2033/34
100.05%	101.40%	101.74%	102.32%

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:

2024/25	2027/28	2030/31	2033/34
301.65	285.50	281.87	283.58

The projected ratio result reflects future estimates related to a property leased by the City for a library. Under accounting standard AASB 16 - Leases, a notional 'interest' expense is calculated in respect of the lease. The ratio benchmark is greater than 2.00 : 1, which is significantly exceeded over the life of this plan, indicating that the City can comfortably accommodate this notional 'debt'.

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:

2024/25	2027/28	2030/31	2033/34
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 budgeting an Operational Surplus (excluding capital income, interest earnings and depreciation expense) of \$119.1M for 2024/25 which is achievable and aligns with current performance levels.

Long Term Financial Plan 2024/25 to 2033/34

Performance against this target is monitored monthly by the Executive and reported to the Council and the public community as part of the Quarterly Budget Review Statement.

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 (such as employee leave entitlements) that it has elected to set aside and appropriate amounts of working capital to ensure prudent financial controls and adequate working capital. This minimum total is at least \$250M.

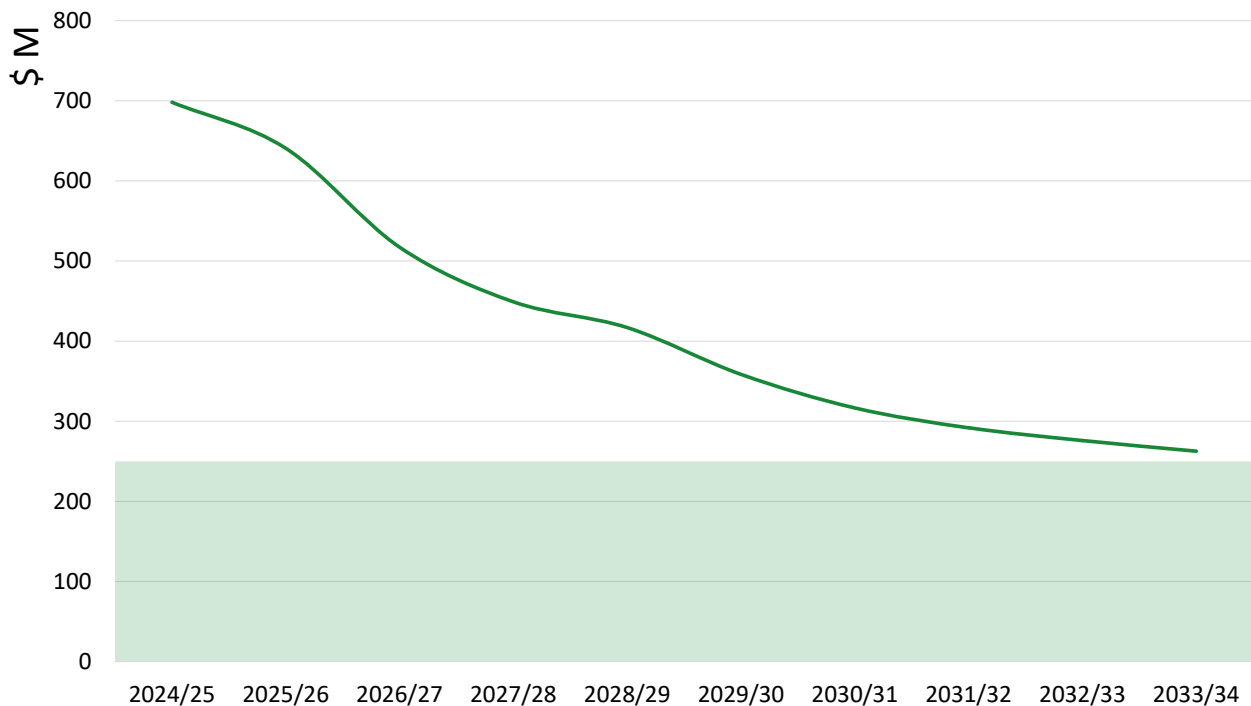
Figure 5 below illustrates the City's cash and investment balances as forecast over the next ten year period. Read in conjunction with the projected Unrestricted Current Ratio, sustainable liquidity levels are maintained over the period of the Plan, allowing the City to meet its obligations and deliver 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 (2023/24 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:

Figure 5: Projected cash and investment balances



Long Term Financial Plan 2024/25 to 2033/34

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 4.27 for the 2022/23 financial year, reflecting cash reserves accumulated by the City in preparation for initiatives and major projects now underway. Reductions in later years reflect the utilisation of cash balances in delivering major capital works initiatives.

Projected Performance:

2024/25	2027/28	2030/31	2033/34
3.54 : 1	2.43 : 1	1.88 : 1	1.63 : 1

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:

2024/25	2027/28	2030/31	2033/34
1.87	1.84	1.53	1.48

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.

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. The City expects to remain debt-free over the ten year period of the Resourcing Strategy, so this ratio will also 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 in the order of 2%, well 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.

Long Term Financial Schedules and Scenario Modelling

The City has produced a number of financial reports to illustrate 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 adverse scenarios.

2. Reduced income from developer contributions resulting from uncertainty of future development cycles and the ownership of income flows.

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

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 2024/25 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.

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 \$2,235.3M comprising Asset Enhancement programs of \$953.6M, Asset Renewal programs of \$1,273.7M and a Capital Contingency sum of \$8.0M.

Scenario Modelling

Beyond the “base case” modelled in the main financial schedules, supplementary Income Statement and Cash Flow Forecast schedules have been included, modelling additional scenarios related to:

1. Sustained inflation over the short term (until 2026/27), then decreasing and returning to the Reserve Bank of Australia’s inflation target range, driving an increase in the operating expenditure base.

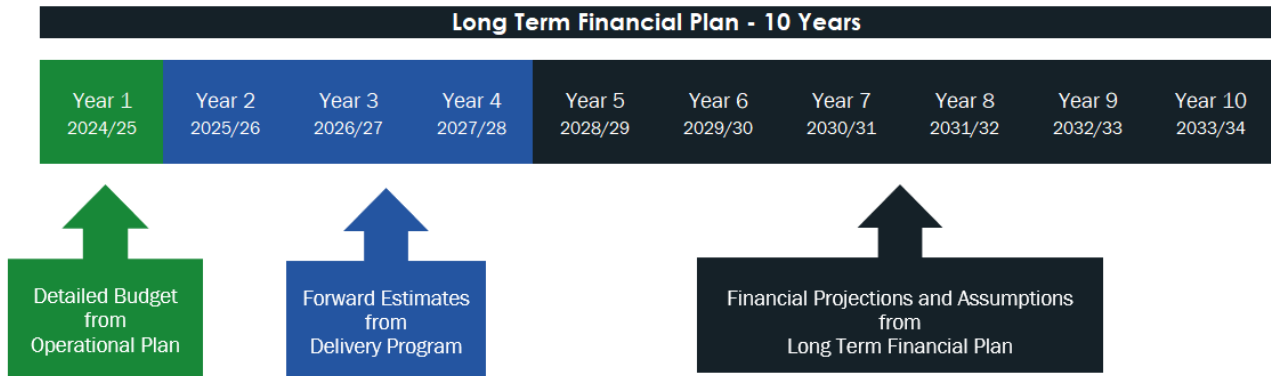
Balance Sheet (Statement of Financial Position)

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.

Long Term Financial Plan 2024/25 to 2033/34

Figure 6: Ten year timeframe



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 and financial investment balances.

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.

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.

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City of Sydney
Income Statement

	\$'M	2024/25	2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total
Income from Continuing Operations													
Rates and annual charges		419.2	430.9	442.8	455.1	1,748.1	467.8	480.8	494.1	507.8	522.0	536.5	4,757.0
User charges and fees		149.2	153.1	157.2	161.4	620.8	165.7	170.1	174.7	179.4	184.2	189.2	1,684.2
Interest and investment income		34.3	29.1	22.3	16.7	102.5	12.6	11.4	9.7	8.9	8.1	7.8	161.0
Other revenues		130.4	140.0	148.7	153.1	572.2	157.5	162.1	169.8	174.3	179.0	183.7	1,598.7
Grants and contributions provided for capital purposes		95.0	97.8	81.8	100.8	375.5	79.2	75.9	81.7	91.9	90.2	91.0	885.5
Grants and contributions provided for operating purposes		17.5	17.3	17.6	17.9	70.3	18.3	18.7	19.2	19.6	20.1	20.6	186.7
Total Income from Continuing Operations		845.7	868.3	870.5	904.9	3,489.4	901.1	919.1	949.2	982.0	1,003.5	1,028.8	9,273.1
Expenses from Continuing Operations													
Employee benefits and on-costs		289.3	298.5	305.5	314.6	1,207.9	323.6	332.5	342.1	352.4	362.9	374.6	3,296.1
Borrowing costs		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		245.0	252.7	260.1	268.6	1,026.4	279.2	285.4	293.9	302.7	314.3	320.2	2,822.1
Depreciation, amortisation and impairment		126.8	128.2	129.8	132.0	516.7	133.8	136.3	137.9	139.0	139.9	143.1	1,346.7
Other expenses		69.2	74.3	73.2	75.1	291.8	72.1	79.8	82.4	85.0	87.7	90.4	789.3
Total Expenses from Continuing Operations		730.3	753.8	768.7	790.2	3,042.9	808.7	834.0	856.3	879.0	904.8	928.3	8,254.1
Net operating result for the year attributable to Council		115.4	114.5	101.8	114.8	446.5	92.4	85.0	92.9	103.0	98.7	100.5	1,019.0

Budgeted Income Statement

The City's budgeted Income Statement (and future year projections) is prepared with regard to International Financial Reporting Standards (AIFRS) and the NSW Office of Local Government's Code of Accounting Practice and Financial Reporting. The formatting of the statement above reflects this approach. The above Income Statement (and other financial schedules) reflect the City's "base case" Net Operating Result. Scenarios reflecting inflation lasting longer than anticipated impacting operating expenses, and developer contributions lower than anticipated impacting total income have also been modelled and are included after the "base case" scenario financial schedules.

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 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

	\$'M	2024/25	2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total
Operating Income													
Advertising income	21.5	22.2	22.8	23.5	90.1	24.2	24.9	25.7	26.4	27.2	28.0	246.6	
Annual charges	68.6	70.6	72.7	74.8	286.7	77.0	79.2	81.6	84.0	86.4	89.0	783.8	
Building & Development Application income	5.9	6.1	6.3	6.5	24.8	6.7	6.9	7.1	7.3	7.5	7.7	68.0	
Building certificate	1.9	1.9	2.0	2.1	7.9	2.1	2.2	2.3	2.3	2.4	2.5	21.6	
Child care fees	1.5	1.5	1.6	1.6	6.1	1.7	1.7	1.8	1.8	1.9	1.9	16.8	
Commercial properties	75.9	81.8	88.8	91.3	337.8	93.9	96.6	102.4	104.8	107.4	110.0	953.0	
Community properties	12.6	13.0	13.4	13.8	52.8	14.2	14.6	15.1	15.5	16.0	16.5	144.7	
Enforcement income	40.7	42.0	43.2	44.5	170.5	45.9	47.2	48.7	50.1	51.6	53.2	467.1	
Footway licences	0.0	2.0	2.1	2.1	6.2	2.2	2.3	2.3	2.4	2.5	2.5	20.3	
Grants and contributions	11.9	11.6	11.7	11.8	47.1	12.1	12.3	12.6	12.8	13.1	13.4	123.3	
Grants - Federal Financial Assistance Grants	5.9	6.1	6.3	6.4	24.7	6.6	6.8	7.0	7.3	7.5	7.7	67.6	
Health related income	2.2	2.2	2.3	2.4	9.1	2.4	2.5	2.6	2.7	2.8	2.8	24.9	
Library income	0.2	0.2	0.2	0.2	0.8	0.2	0.2	0.2	0.2	0.2	0.2	2.2	
Other building fees	13.4	13.8	14.2	14.6	55.9	15.0	15.5	16.0	16.4	16.9	17.4	153.3	
Other fees	5.8	6.0	6.2	6.4	24.3	6.5	6.7	6.9	7.2	7.4	7.6	66.7	
Other income	0.2	0.2	0.2	0.2	0.9	0.2	0.2	0.3	0.3	0.3	0.3	2.5	
Parking meter income	48.4	49.3	50.3	51.3	199.3	52.3	53.4	54.5	55.5	56.7	57.8	529.5	
Parking station income	10.9	11.1	11.5	11.8	45.3	12.1	12.5	12.9	13.3	13.7	14.1	123.8	
Private work income	6.8	7.0	7.2	7.4	28.5	7.7	7.9	8.1	8.4	8.6	8.9	78.0	
Rates - business CBD	179.5	184.4	189.5	194.7	748.1	200.1	205.6	211.2	217.0	223.0	229.1	2,034.1	
Rates - business other	75.7	77.8	79.9	82.1	315.5	84.4	86.7	89.1	91.5	94.0	96.6	857.9	
Rates - residential	96.1	98.8	101.5	104.2	400.6	107.1	110.0	113.1	116.2	119.3	122.6	1,088.9	
Sponsorship income	0.4	0.4	0.4	0.4	1.5	0.4	0.4	0.4	0.4	0.4	0.5	4.0	
Venue / facility income	13.6	14.0	14.4	14.9	57.0	15.3	15.8	16.3	16.7	17.2	17.8	156.1	
Work zone	15.3	15.7	16.2	16.7	63.9	17.2	17.7	18.2	18.8	19.3	19.9	175.1	
Value-in-kind - revenue	1.5	1.5	1.5	1.6	6.1	1.6	1.7	1.7	1.8	1.8	1.9	16.6	
Operating Income	716.4	741.3	766.3	787.4	3,011.4	809.3	831.7	857.8	881.2	905.2	929.9	8,226.6	
Operating Expenditure													
Salaries and wages	228.0	233.9	239.2	246.2	947.4	253.6	261.2	268.7	276.8	285.1	293.7	2,586.6	
Other employee related costs	2.0	2.1	2.1	2.2	8.5	2.3	2.3	2.4	2.5	2.6	2.6	23.2	
Employee on-costs	6.8	6.9	7.0	7.2	27.9	7.4	7.7	7.9	8.1	8.4	8.6	76.1	
Agency contract staff	12.7	12.0	12.3	12.8	49.8	13.8	13.5	13.9	14.4	14.7	16.0	136.2	
Superannuation	29.9	33.5	34.3	35.3	133.0	35.3	36.3	37.4	38.5	39.6	40.8	360.9	
Travelling	0.2	0.2	0.2	0.3	1.0	0.3	0.3	0.3	0.3	0.3	0.3	2.7	
Workers compensation insurance	6.9	7.1	7.3	7.5	28.9	7.8	8.0	8.2	8.5	8.8	9.0	79.1	
Fringe benefit tax	0.7	0.7	0.7	0.8	2.9	0.8	0.8	0.8	0.9	0.9	0.9	8.0	
Training costs (excluding salaries)	2.0	2.1	2.2	2.2	8.5	2.3	2.4	2.4	2.5	2.6	2.7	23.3	
Employee benefits and on-costs	289.3	298.5	305.5	314.6	1,207.9	323.6	332.5	342.1	352.4	362.9	374.6	3,296.1	

City of Sydney
Detailed Income and Expenditure

	\$'M	2024/25	2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total
Operating Expenditure (continued)													
Bad and 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		4.9	5.0	5.2	5.3	20.5	5.5	5.7	5.8	6.0	6.2	6.4	56.1
Enforcement and infringement costs		9.9	10.2	10.6	10.9	41.6	11.2	11.5	11.9	12.2	12.6	13.0	114.0
Event related expenditure		16.4	16.2	16.7	17.2	66.6	17.8	18.3	18.8	19.4	20.0	20.6	181.4
Expenditure recovered		(5.3)	(5.4)	(5.6)	(5.7)	(22.0)	(5.9)	(6.1)	(6.3)	(6.5)	(6.7)	(6.9)	(60.2)
Facility management		11.6	12.0	12.4	13.1	49.1	13.5	13.9	14.3	14.7	15.2	15.6	136.4
General advertising		1.4	1.5	1.5	1.6	6.0	1.6	1.7	1.7	1.8	1.8	1.9	16.6
Governance		3.7	2.1	2.2	2.2	10.3	4.3	2.4	2.4	2.5	4.9	2.7	29.4
Government authority charges		9.5	9.8	10.1	10.4	39.7	10.7	11.0	11.3	11.7	12.0	12.4	108.8
Grants, sponsorships and donations		28.7	32.6	30.3	30.8	122.3	26.6	27.4	28.2	29.0	29.9	30.8	294.2
Infrastructure maintenance		56.0	60.2	60.7	62.8	239.7	64.7	66.7	68.7	70.7	72.9	73.8	657.3
Insurance		7.5	7.8	8.1	8.4	31.7	8.7	9.1	9.4	9.8	10.2	10.6	89.5
IT related expenditure		16.7	17.2	18.3	18.8	70.9	19.4	20.0	20.6	21.2	21.8	22.5	196.2
Legal fees		3.9	4.0	4.1	4.3	16.3	4.4	4.5	4.7	4.8	4.9	5.1	44.8
Operational contingencies		3.5	4.0	4.0	4.0	15.5	4.0	4.5	4.5	4.5	4.5	4.5	42.0
Other asset maintenance		3.8	3.9	4.0	4.2	16.0	4.3	4.4	4.6	4.7	4.8	5.0	43.7
Other operating expenditure		12.5	12.8	13.2	13.6	52.2	14.0	14.4	14.9	15.3	15.8	16.3	142.9
Postage and couriers		1.5	1.6	1.6	1.7	6.4	1.7	1.8	1.8	1.9	1.9	2.0	17.5
Printing and stationery		1.6	1.4	1.5	1.5	6.0	2.1	1.6	1.7	1.7	2.0	2.2	17.3
Project management and other project costs		1.4	1.5	1.5	1.6	5.9	1.6	1.6	1.7	1.7	1.8	1.9	16.3
Property related expenditure		42.8	44.0	46.0	47.3	180.1	48.8	50.2	51.7	53.3	54.9	56.5	495.5
Service contracts		23.3	24.0	24.7	25.4	97.4	26.2	27.0	27.8	28.6	29.5	30.4	266.9
Stores and materials		5.3	5.4	5.6	5.7	22.0	5.9	6.1	6.3	6.5	6.7	6.9	60.3
Surveys and studies		1.8	1.9	1.9	2.0	7.7	2.1	2.1	2.2	2.3	2.3	2.4	21.1
Telephone charges		2.6	2.7	2.7	2.8	10.8	2.9	3.0	3.1	3.2	3.3	3.4	29.6
Utilities		13.4	13.8	14.2	14.6	55.9	15.0	15.5	16.0	16.4	16.9	17.4	153.1
Vehicle maintenance		3.3	3.4	3.5	3.6	13.6	3.7	3.8	3.9	4.0	4.1	4.2	37.3
Waste disposal charges		24.4	25.1	25.9	26.7	102.1	27.5	33.8	35.0	36.2	37.4	38.7	310.8
Value-in-kind - expenditure		1.5	1.5	1.5	1.6	6.1	1.6	1.7	1.7	1.8	1.8	1.9	16.6
Other Operating Expenditure		308.0	320.7	326.8	336.9	1,292.3	344.4	358.0	368.9	380.0	394.1	402.5	3,540.3
Operating Expenditure (excluding depreciation)		597.3	619.2	632.3	651.4	2,500.2	667.9	690.6	711.0	732.5	757.0	777.1	6,836.3
Operating Result (before depreciation, interest, capital related costs and income)		119.1	122.1	134.0	136.0	511.2	141.3	141.2	146.8	148.7	148.2	152.8	1,390.2

Long Term Financial Plan 2024/25 to 2033/34

City of Sydney

Detailed Income and Expenditure

	\$'M	2024/25	2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total
Add Additional Income:													
Interest and investment income		34.3	29.1	22.3	16.7	102.5	12.6	11.4	9.7	8.9	8.1	7.8	161.0
Grants and contributions provided for capital purposes		95.0	97.8	81.8	100.8	375.5	79.2	75.9	81.7	91.9	90.2	91.0	885.5
Less Additional Expenses:													
Capital project related costs		6.2	6.4	6.6	6.8	25.9	7.0	7.2	7.4	7.6	7.9	8.1	71.1
Depreciation and amortisation expense		126.8	128.2	129.8	132.0	516.7	133.8	136.3	137.9	139.0	139.9	143.1	1,346.7
Net Operating Result for the year attributed to Council		115.4	114.5	101.8	114.8	446.5	92.4	85.0	92.9	103.0	98.7	100.5	1,019.0

Long Term Financial Plan 2024/25 to 2033/34

City of Sydney

Operating Budget

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

	2024/25			2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total	
	\$M	Income	Expenditure												Op Surplus / (Deficit)
Chief Executive Office		0.0	10.4	(10.4)	(10.7)	(11.1)	(11.4)	(43.6)	(11.7)	(12.1)	(12.5)	(12.8)	(13.2)	(13.6)	(119.5)
Office of the Lord Mayor		0.0	4.3	(4.3)	(4.5)	(4.6)	(4.7)	(18.1)	(4.9)	(5.0)	(5.2)	(5.3)	(5.5)	(5.7)	(49.6)
Secretariat		0.0	2.0	(2.0)	(2.1)	(2.2)	(2.2)	(8.5)	(2.3)	(2.4)	(2.4)	(2.5)	(2.6)	(2.7)	(23.4)
Councillor Support		0.0	2.4	(2.4)	(2.5)	(2.5)	(2.6)	(10.0)	(2.7)	(2.8)	(2.9)	(2.9)	(3.0)	(3.1)	(27.5)
Chief Executive Office		0.0	1.7	(1.7)	(1.7)	(1.8)	(1.8)	(6.9)	(1.9)	(1.9)	(2.0)	(2.0)	(2.1)	(2.2)	(19.0)
Legal & Governance		0.0	18.5	(18.5)	(17.1)	(17.7)	(18.3)	(71.6)	(21.2)	(19.5)	(20.2)	(20.9)	(24.2)	(22.3)	(199.8)
Risk Management & Governance		0.0	8.0	(8.0)	(8.3)	(8.7)	(9.0)	(34.0)	(9.3)	(9.7)	(10.0)	(10.4)	(10.8)	(11.2)	(95.4)
Legal Services		0.0	7.6	(7.6)	(7.9)	(8.1)	(8.3)	(31.9)	(8.6)	(8.9)	(9.1)	(9.4)	(9.7)	(10.0)	(87.6)
Internal Audit		0.0	0.9	(0.9)	(0.9)	(0.9)	(0.9)	(3.6)	(1.0)	(1.0)	(1.0)	(1.1)	(1.1)	(1.1)	(9.9)
Council Elections		0.0	2.0	(2.0)	(0.0)	(0.0)	(0.0)	(2.0)	(2.3)	(0.0)	(0.0)	(0.0)	(2.6)	0.0	(6.8)
Chief Operations Office		90.8	90.7	0.2	6.5	11.1	11.3	29.1	11.4	11.6	14.7	14.4	14.2	13.9	109.3
Chief Operations Office		0.0	1.0	(1.0)	(1.0)	(1.0)	(1.0)	(4.0)	(1.1)	(1.1)	(1.1)	(1.2)	(1.2)	(1.2)	(11.0)
City Property		90.2	68.6	21.6	28.8	33.5	34.3	118.2	35.2	36.0	39.9	40.5	41.0	41.6	352.4
Development & Strategy		0.0	2.5	(2.5)	(2.7)	(2.7)	(2.8)	(10.7)	(2.9)	(3.0)	(3.1)	(3.2)	(3.3)	(3.4)	(29.5)
Professional Services		0.0	4.6	(4.6)	(4.8)	(4.9)	(5.1)	(19.4)	(5.2)	(5.4)	(5.5)	(5.7)	(5.9)	(6.1)	(53.2)
Asset Strategy & Systems		0.0	1.0	(1.0)	(1.0)	(1.0)	(1.0)	(4.0)	(1.1)	(1.1)	(1.1)	(1.2)	(1.2)	(1.3)	(11.0)
City Design		0.6	6.6	(6.0)	(6.2)	(6.4)	(6.6)	(25.1)	(6.8)	(7.0)	(7.3)	(7.5)	(7.7)	(8.0)	(69.4)
City Projects		0.0	1.1	(1.1)	(1.2)	(1.2)	(1.2)	(4.6)	(1.3)	(1.3)	(1.3)	(1.4)	(1.4)	(1.5)	(12.8)
Green Square		0.0	0.7	(0.7)	(0.7)	(0.7)	(0.8)	(2.9)	(0.8)	(0.8)	(0.8)	(0.9)	(0.9)	(0.9)	(8.1)
City Access & Transport		0.1	4.3	(4.3)	(4.4)	(3.9)	(4.1)	(16.7)	(4.2)	(4.3)	(4.4)	(4.6)	(4.7)	(4.8)	(43.7)
Project Management Office		0.0	0.4	(0.4)	(0.4)	(0.4)	(0.4)	(1.6)	(0.4)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(4.5)
People Performance & Technology		3.2	58.6	(55.4)	(57.3)	(59.0)	(60.7)	(232.4)	(62.6)	(64.4)	(66.4)	(68.4)	(70.4)	(72.5)	(637.1)
Customer Service		3.2	8.2	(5.0)	(5.3)	(5.5)	(5.6)	(21.4)	(5.8)	(6.0)	(6.1)	(6.3)	(6.5)	(6.7)	(58.8)
Internal Office Services		0.0	0.0	0.0	(0.2)	(0.2)	(0.2)	(0.6)	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	(2.0)
People & Culture		0.0	9.3	(9.3)	(9.7)	(10.0)	(10.3)	(39.2)	(10.6)	(10.9)	(11.2)	(11.5)	(11.9)	(12.2)	(107.5)
Work Health & Safety		0.0	2.5	(2.5)	(2.6)	(2.7)	(2.8)	(10.6)	(2.9)	(2.9)	(3.0)	(3.1)	(3.2)	(3.3)	(29.0)
People Performance & Technology		0.0	1.5	(1.5)	(1.5)	(1.6)	(1.6)	(6.1)	(1.6)	(1.7)	(1.7)	(1.8)	(1.9)	(1.9)	(16.8)
Business & Service Improvement		0.0	1.4	(1.4)	(1.4)	(1.5)	(1.5)	(5.8)	(1.6)	(1.6)	(1.7)	(1.7)	(1.8)	(1.8)	(16.0)
Data & Information Management Services		0.0	9.3	(9.2)	(9.7)	(10.0)	(10.3)	(39.1)	(10.6)	(10.9)	(11.2)	(11.6)	(11.9)	(12.3)	(107.6)
Technology & Digital Services		0.0	26.5	(26.5)	(26.9)	(27.7)	(28.5)	(109.5)	(29.3)	(30.2)	(31.1)	(32.1)	(33.0)	(34.0)	(299.4)
City Life		24.6	112.0	(87.5)	(93.2)	(92.2)	(94.4)	(367.3)	(92.1)	(94.9)	(97.7)	(100.7)	(103.7)	(106.8)	(963.3)
Creative City		1.1	38.0	(36.9)	(37.9)	(39.0)	(40.2)	(154.1)	(41.4)	(42.7)	(43.9)	(45.3)	(46.6)	(48.0)	(422.0)
Grants & Sponsorship		0.1	28.3	(28.2)	(32.2)	(29.8)	(30.4)	(120.5)	(26.1)	(26.9)	(27.7)	(28.6)	(29.4)	(30.3)	(289.6)
Venue Management		14.5	11.4	3.1	3.2	3.7	3.8	13.9	3.9	4.1	4.2	4.3	4.4	4.6	39.3
Social City		8.5	23.9	(15.4)	(16.3)	(16.8)	(17.3)	(65.9)	(17.8)	(18.4)	(18.9)	(19.5)	(20.1)	(20.7)	(181.2)
City Business & Safety		0.1	5.6	(5.5)	(5.3)	(5.3)	(5.3)	(21.4)	(5.5)	(5.6)	(5.8)	(6.0)	(6.1)	(6.3)	(56.7)
City Life Management		0.0	2.2	(2.2)	(2.3)	(2.4)	(2.4)	(9.4)	(2.5)	(2.6)	(2.7)	(2.8)	(2.8)	(2.9)	(25.7)
Sustainability Programs		0.3	2.6	(2.3)	(2.4)	(2.5)	(2.6)	(9.9)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(3.2)	(27.4)
Strategic Development & Engagement		1.1	21.5	(20.4)	(20.6)	(21.2)	(21.9)	(84.1)	(23.6)	(23.2)	(23.6)	(24.3)	(25.1)	(27.0)	(230.8)

Long Term Financial Plan 2024/25 to 2033/34

City of Sydney

Operating Budget

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

	2024/25			2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total	
	\$M	Income	Expenditure												Op Surplus / (Deficit)
City Communications		0.0	9.6	(9.6)	(10.0)	(10.3)	(10.6)	(40.5)	(10.9)	(11.3)	(11.6)	(11.9)	(12.3)	(12.7)	(111.3)
Strategy & Urban Analytics		0.0	3.8	(3.8)	(3.9)	(4.0)	(4.1)	(15.7)	(5.2)	(4.3)	(4.5)	(4.6)	(4.8)	(6.0)	(45.2)
Resilient Sydney		1.1	2.0	(0.9)	(0.4)	(0.4)	(0.4)	(2.1)	(0.5)	(0.5)	(0.2)	(0.2)	(0.2)	(0.3)	(4.0)
City Engagement		0.0	2.3	(2.3)	(2.4)	(2.5)	(2.6)	(9.8)	(2.6)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(26.9)
Sustainability & Resilience		0.0	1.9	(1.9)	(1.9)	(2.0)	(2.0)	(7.8)	(2.1)	(2.2)	(2.2)	(2.3)	(2.4)	(2.4)	(21.4)
Indigenous Leadership & Engagement		0.0	1.4	(1.4)	(1.5)	(1.5)	(1.6)	(6.0)	(1.6)	(1.7)	(1.7)	(1.8)	(1.8)	(1.9)	(16.5)
Strategic Development & Engagement		0.0	0.5	(0.5)	(0.5)	(0.5)	(0.5)	(2.0)	(0.5)	(0.6)	(0.6)	(0.6)	(0.6)	(0.6)	(5.5)
Corporate Costs		426.4	(0.5)	426.9	437.7	449.3	461.3	1,775.2	475.4	488.2	501.9	516.0	530.6	545.4	4,832.7
Chief Financial Office		0.6	13.7	(13.0)	(12.7)	(13.1)	(13.5)	(52.4)	(13.9)	(14.3)	(14.8)	(15.2)	(15.7)	(16.1)	(142.3)
CFO Administration		0.0	1.4	(1.4)	(1.5)	(1.5)	(1.6)	(5.9)	(1.6)	(1.7)	(1.7)	(1.8)	(1.8)	(1.9)	(16.3)
Business Planning & Performance		0.0	1.6	(1.6)	(1.7)	(1.7)	(1.8)	(6.7)	(1.8)	(1.9)	(1.9)	(2.0)	(2.0)	(2.1)	(18.4)
Financial Planning & Reporting		0.0	3.6	(3.6)	(3.7)	(3.8)	(4.0)	(15.1)	(4.1)	(4.2)	(4.3)	(4.4)	(4.6)	(4.7)	(41.4)
Rates		0.6	2.9	(2.2)	(2.3)	(2.4)	(2.5)	(9.4)	(2.6)	(2.6)	(2.7)	(2.8)	(2.9)	(3.0)	(25.9)
Procurement		0.0	4.3	(4.3)	(3.5)	(3.6)	(3.8)	(15.2)	(3.9)	(4.0)	(4.1)	(4.2)	(4.4)	(4.5)	(40.2)
City Services		148.1	228.5	(80.4)	(87.3)	(88.8)	(92.3)	(348.9)	(95.6)	(104.6)	(108.4)	(112.3)	(116.4)	(119.4)	(1,005.6)
Security & Emergency Management		0.0	6.8	(6.8)	(7.0)	(7.2)	(7.4)	(28.4)	(7.6)	(7.9)	(8.1)	(8.4)	(8.6)	(8.9)	(77.8)
City Rangers		40.4	29.6	10.9	11.0	11.4	11.7	45.0	12.1	12.4	12.8	13.2	13.5	13.9	122.8
Parking Fleet and Depot Services		59.3	19.6	39.7	40.5	41.2	41.9	163.2	42.6	43.4	44.2	44.9	45.7	46.5	430.6
City Greening & Leisure		2.0	49.0	(47.0)	(48.3)	(50.1)	(51.9)	(197.2)	(53.4)	(55.1)	(56.7)	(58.4)	(60.2)	(60.7)	(541.8)
City Services Management		0.0	0.6	(0.6)	(0.7)	(0.7)	(0.7)	(2.7)	(0.7)	(0.7)	(0.8)	(0.8)	(0.8)	(0.8)	(7.3)
City Infrastructure & Traffic Operations (CITO)		45.8	47.2	(1.5)	(4.5)	(2.7)	(2.8)	(11.4)	(2.9)	(3.0)	(3.1)	(3.2)	(3.3)	(3.4)	(30.1)
City Cleansing & Resource Recovery		0.6	75.6	(75.0)	(78.4)	(80.7)	(83.2)	(317.3)	(85.7)	(93.7)	(96.7)	(99.7)	(102.8)	(106.1)	(902.1)
City Planning Development & Transport		21.7	44.0	(22.3)	(23.2)	(23.4)	(24.1)	(92.9)	(24.8)	(25.6)	(26.3)	(27.1)	(27.9)	(28.8)	(253.4)
Health & Building		2.9	16.4	(13.5)	(13.9)	(14.4)	(14.8)	(56.6)	(15.2)	(15.7)	(16.2)	(16.6)	(17.1)	(17.7)	(155.1)
Construction & Building Certification Services		12.3	3.7	8.6	8.8	9.0	9.3	35.7	9.6	9.9	10.2	10.5	10.8	11.1	97.7
Planning Assessments		5.9	17.5	(11.6)	(11.9)	(12.3)	(12.6)	(48.4)	(13.0)	(13.4)	(13.8)	(14.2)	(14.7)	(15.1)	(132.7)
Strategic Planning & Urban Design		0.5	6.4	(5.8)	(6.1)	(5.8)	(6.0)	(23.6)	(6.1)	(6.3)	(6.5)	(6.7)	(6.9)	(7.1)	(63.3)
Council		716.4	597.3	119.1	122.1	134.0	136.0	511.2	141.3	141.2	146.8	148.7	148.2	152.8	1,390.2

City of Sydney

Summary of income and expenditure by Principal Activity

The schedule below reflects the Strategic Directions from Delivering 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 2024/25) to better reflect the allocation of Council funds towards these major directions.

	2024/25				2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Income	Expenditure	Op surplus / (deficit)	Capital									
Responsible governance and stewardship	514.8	180.1	334.7	56.7	351.7	366.1	376.0	385.1	397.3	411.1	421.7	430.2	444.0
A leading environmental performer	2.9	104.8	(101.9)	20.8	(104.7)	(107.7)	(110.6)	(114.4)	(123.4)	(127.3)	(131.3)	(135.4)	(139.7)
Public places for all	48.1	87.4	(39.2)	79.1	(44.5)	(44.4)	(46.5)	(47.4)	(48.9)	(50.4)	(51.9)	(53.5)	(53.9)
Design excellence and sustainable development	21.7	50.3	(28.6)		(29.8)	(30.2)	(31.1)	(32.0)	(33.0)	(34.0)	(35.0)	(36.1)	(37.1)
A city for walking, cycling and public transport	61.5	16.0	45.4	59.2	46.1	47.6	48.5	49.5	50.4	51.4	52.4	53.4	54.4
An equitable and inclusive city	6.9	46.6	(39.7)	1.3	(41.2)	(42.4)	(43.7)	(45.0)	(46.4)	(47.8)	(49.2)	(50.7)	(52.2)
Resilient and diverse communities	57.5	59.2	(1.7)	15.5	(1.7)	(1.3)	(1.3)	(1.4)	(1.4)	(1.1)	(1.2)	(1.3)	(1.3)
A thriving cultural and creative life	2.8	14.9	(12.1)	3.6	(12.5)	(12.9)	(13.3)	(13.7)	(14.1)	(14.5)	(15.0)	(15.4)	(15.9)
A transformed and innovative economy	0.2	32.5	(32.4)	0.4	(32.7)	(33.6)	(34.5)	(36.5)	(36.6)	(37.7)	(38.8)	(40.0)	(42.3)
Housing for all	0.0	5.4	(5.4)		(8.6)	(7.1)	(7.6)	(2.7)	(2.8)	(2.9)	(2.9)	(3.0)	(3.1)
Council	716.4	597.3	119.1	236.5	122.1	134.0	136.0	141.3	141.2	146.8	148.7	148.2	152.8

City of Sydney
Capital Works Expenditure Summary

\$'M	Prior	2024/25	2025/26	2026/27	2027/28	4 Years	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year	Total
	Years Total					Total							Total	Project Budget
Asset Enhancement														
Bicycle Related Works	44.6	24.9	14.3	14.0	5.8	59.0	8.0	7.7	8.9	6.4	8.4	7.0	105.3	149.9
Green Infrastructure	15.3	3.2	3.0	5.3	3.8	15.3	3.0	2.6	2.8	2.6	2.6	2.6	31.6	46.9
Open Space & Parks	101.2	12.4	19.0	16.4	27.2	75.0	31.7	13.1	12.1	12.5	15.8	16.6	176.6	277.8
Properties - Community, Cultural and Recreational	154.4	15.9	13.1	25.1	9.2	63.2	8.8	10.0	11.2	9.3	7.4	11.5	121.3	275.7
Properties - Investment and Operational	6.8	1.2	2.0	2.0	1.2	6.4	1.1	4.5	17.0	12.0	11.0	10.0	62.0	68.8
Public Art	9.9	2.7	2.5	2.5	1.5	9.2	1.6	2.1	2.0	2.0	1.6	1.1	19.6	29.5
Public Domain	209.4	42.7	47.3	29.1	40.5	159.6	35.8	17.5	32.7	37.5	47.0	46.3	376.4	585.8
Stormwater Drainage	81.1	1.1	5.0	7.0	7.5	20.6	7.5	7.5	6.6	6.6	6.5	5.5	60.8	142.0
Asset Enhancement Projects Total	622.6	104.1	106.1	101.4	96.6	408.3	97.4	64.9	93.4	88.8	100.3	100.6	953.6	1,576.2
Asset Renewal (Rolling Programs)														
Infrastructure - Roads Bridges Footways		16.3	17.6	15.4	19.1	68.5	20.4	19.7	19.7	23.7	24.6	21.5	198.1	198.1
Open Space & Parks		27.3	34.0	39.1	31.2	131.7	37.6	40.0	31.7	28.5	32.1	37.8	339.3	339.3
Properties Assets		48.9	53.3	80.0	70.2	252.5	39.2	39.1	48.4	39.5	36.8	33.8	489.3	489.3
Public Art		2.1	0.8	1.0	1.0	4.9	0.8	0.8	0.8	0.8	0.8	0.8	9.7	9.7
Public Domain		23.0	26.2	19.6	17.5	86.3	19.9	15.7	10.2	10.0	13.6	9.9	165.5	165.5
Stormwater Drainage		6.7	7.0	6.9	7.1	27.6	7.1	7.2	7.4	7.3	7.5	7.7	71.8	71.8
Asset Renewal Programs Total		124.4	139.0	162.1	146.0	571.5	124.9	122.6	118.2	109.7	115.5	111.4	1,273.7	1,273.7
Capital Works Contingency		8.0				8.0							8.0	8.0
TOTAL CAPITAL WORKS		622.6	236.5	245.1	263.5	987.7	222.4	187.4	211.6	198.5	215.7	212.0	2,235.3	2,857.9

Long Term Financial Plan 2024/25 to 2033/34

City of Sydney
Capital Works Individual Projects > \$5M

\$M		Prior Years Total	2024/25	2025/26	2026/27	2027/28	4 Years Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total	Total Project Budget
Project Name	Project Group														
Oxford Street west and Liverpool Street Cycleway	Bicycle Related Works - Asset Enhancement	5.6	9.3				9.3							9.3	14.9
Erskineville Alexandria Precinct Cycleway Links	Bicycle Related Works - Asset Enhancement	8.6	0.2				0.2							0.2	8.8
Castlereagh Street Cycleway - North	Bicycle Related Works - Asset Enhancement	12.3	9.6	2.0			11.6							11.6	23.9
Alexandra Canal South Cycleway	Bicycle Related Works - Asset Enhancement				0.1	0.2	0.3	0.4	4.0	4.1				8.8	8.8
Primrose Avenue Quietway	Bicycle Related Works - Asset Enhancement	0.7	0.5	3.0	3.0		6.5							6.5	7.2
Elizabeth St (Central Station-Campbell St) Cycleway	Bicycle Related Works - Asset Enhancement		0.4	1.0	3.0	3.0	7.4	0.1						7.5	7.5
City South Bike Network Link – Ultimo Rd and Campbell St	Bicycle Related Works - Asset Enhancement	0.8	0.7	4.1	3.0		7.8							7.8	8.6
Waterloo Bike Network Link	Bicycle Related Works - Asset Enhancement									0.2	0.4	0.4	5.5	6.4	6.4
Maddox Street Cycleway Link, Alexandria	Bicycle Related Works - Asset Enhancement				0.2	0.5	0.7	3.4	2.0					6.1	6.1
Cycleway - William Street Link (College to Crown)	Bicycle Related Works - Asset Enhancement							0.7	0.7	3.3	3.9	3.9	0.7	13.0	13.0
Wimbo Park Surry Hills	Open Space & Parks - Asset Enhancement	9.2	0.6				0.6							0.6	9.9
City Centre Playground Works	Open Space & Parks - Asset Enhancement	1.1			0.3	2.0	2.4	4.3						6.6	7.8
Synthetic Sports Field Installations - Perry Park	Open Space & Parks - Asset Enhancement	11.7	1.8				1.8							1.8	13.5
City North - Macquarie Place Park - CMP Works implementation	Open Space & Parks - Asset Enhancement	0.1	0.3	2.2	2.0	0.4	4.9							4.9	5.0
Mandible Street Sports Precinct	Open Space & Parks - Asset Enhancement	0.1	0.4	1.0	5.0	20.0	26.4	20.0	3.5					49.9	50.0
Sydney Park - former Nursery Re-use	Open Space & Parks - Asset Enhancement				0.4	0.6	1.0	5.0	5.0	1.0				12.0	12.0
Gunyama Park Stage 2 & George Julius Avenue North	Open Space & Parks - Asset Enhancement	1.5	6.9	11.4	6.1	3.8	28.1							28.1	29.6
Moore Park - Golf Course Conversion to Open Space	Open Space & Parks - Asset Enhancement											3.0	7.0	10.0	10.0
Green Square Public School and Community Spaces	Properties - Community, Cultural and Recreational - Asset Enhancement	14.2	7.5	3.0			10.5							10.5	24.7
New Childcare - Fig and Wattle Street Ultimo	Properties - Community, Cultural and Recreational - Asset Enhancement				8.0		8.0							8.0	8.0
Sports Facilities - Fig and Wattle Depot Site	Properties - Community, Cultural and Recreational - Asset Enhancement				7.0		7.0							7.0	7.0
Huntley Street Recreation Centre - Development	Properties - Community, Cultural and Recreational - Asset Enhancement	2.6	4.8	9.9	9.5		24.2							24.2	26.8
George Street - Lend Lease Circular Quay VPA	Properties - Community, Cultural and Recreational - Asset Enhancement	7.6	0.4				0.4	0.4	0.4					1.2	8.8

Long Term Financial Plan 2024/25 to 2033/34

City of Sydney
Capital Works Individual Projects > \$5M

\$M		Prior Years Total	2024/25	2025/26	2026/27	2027/28	4 Years Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total	Total Project Budget
Project Name	Project Group														
Pymont Community Centre Upgrade	Properties - Community, Cultural and Recreational - Asset Enhancement	8.7	2.7				2.7							2.7	11.3
Future Chippendale Community Facility	Properties - Community, Cultural and Recreational - Asset Enhancement				0.1	0.2	0.3	0.5	2.0	2.0	0.3			5.0	5.0
Ultimo Community Centre - Upgrade (Convert Library & OOSH)	Properties - Community, Cultural and Recreational - Asset Enhancement							0.2	0.4	3.0	5.0	3.0	0.5	12.0	12.0
Waterloo Town Centre Community Facilities	Properties - Community, Cultural and Recreational - Asset Enhancement					0.3	0.3	0.5	3.0	3.0	3.0	0.3		10.0	10.0
City Centre - Barrack St masterplan	Public Domain - Asset Enhancement											2.5	2.5	5.0	5.0
City Centre Sydney Square Upgrade	Public Domain - Asset Enhancement	0.2	0.5	1.0	1.0	20.0	22.5	12.3						34.8	35.0
Dixon Street Public Domain Improvements	Public Domain - Asset Enhancement	0.6	2.5	5.0	0.5		7.9							7.9	8.5
Hinchcliffe St (North), Woolpack St & Barker St (South)	Public Domain - Asset Enhancement	0.3								6.5				6.5	6.8
Zetland Ave (West) - Paul St to Portman St	Public Domain - Asset Enhancement	9.2	0.4				0.4							0.4	9.6
Green Square to Ashmore Connection	Public Domain - Asset Enhancement	32.9	2.0				2.0							2.0	34.9
Crown Street Public Domain	Public Domain - Asset Enhancement	13.4	12.4	10.7			23.1							23.1	36.5
Regent Street Redfern	Public Domain - Asset Enhancement									1.0	5.0	7.0	5.0	18.0	18.0
Pemulwuy precinct Public Domain improvements	Public Domain - Asset Enhancement	0.2	0.6	1.6	1.8	1.8	5.8							5.8	6.0
Danks Street South - Public Domain Works	Public Domain - Asset Enhancement												5.0	5.0	5.0
Northern Enterprise Precinct Public Domain Works	Public Domain - Asset Enhancement							5.0						5.0	5.0
Loftus St, Reiby Pl & Customs House Ln Upgrade	Public Domain - Asset Enhancement	1.7	5.0	2.0			7.0							7.0	8.6
George Street North Pedestrianisation (Hunter to Alfred Sts)	Public Domain - Asset Enhancement	6.7	13.3	9.2	9.4	5.4	37.3							37.3	44.0
Erskineville Road Public Domain upgrade	Public Domain - Asset Enhancement					0.2	0.2	5.0	6.0	5.2	0.8			17.2	17.2
Harbour Street Footpath Public Domain upgrade (Hay to Goulburn)	Public Domain - Asset Enhancement							0.6	1.5	2.5	1.4			6.0	6.0
Broadway pedestrian & cycling upgrade (George St to Derwent St)	Public Domain - Asset Enhancement									5.0	15.0	15.0	15.0	50.0	50.0
Link Road and Epsom Road Intersection	Public Domain - Asset Enhancement	0.2	1.1	7.0	4.3		12.3							12.3	12.5
Campbell Street Public Domain upgrade (George to Pitt Street)	Public Domain - Asset Enhancement			0.3	2.0	3.0	5.3	1.5	1.2					8.0	8.0
Victoria St Public Domain upgrade (Kings Cross Rd to Oxford St)	Public Domain - Asset Enhancement		0.3	1.5	3.8	4.5	10.1	4.5	0.5					15.0	15.0
Stanley St Public Domain upgrade (Crown to Riley)	Public Domain - Asset Enhancement		0.2	4.0	0.8		5.0							5.0	5.0
Belmore Park	Open Space & Parks - Asset Renewal	0.4	0.2	0.5	1.0	3.0	4.7	6.0	6.0	1.8				18.5	18.9
Open Space Renewal - Observatory Hill Pathways	Open Space & Parks - Asset Renewal	0.1			0.3	3.0	0.3	1.0	1.8	1.8				4.9	5.0
Open Space Renewal - Hyde Park Lighting	Open Space & Parks - Asset Renewal	1.6	3.1	9.5	6.5	0.5	19.7							19.7	21.3

Long Term Financial Plan 2024/25 to 2033/34

City of Sydney
Capital Works Individual Projects > \$5M

\$M		Prior Years Total	2024/25	2025/26	2026/27	2027/28	4 Years Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total	Total Project Budget
Project Name	Project Group														
Parks General - Harry Noble Reserve	Open Space & Parks - Asset Renewal	0.5	1.4	3.0	0.5		4.9							4.9	5.4
Alexandria Park	Open Space & Parks - Asset Renewal	0.2	0.1	0.5	1.0	4.5	6.1	4.5	1.0	0.4				12.0	12.2
Redfern Community Centre - Open Space	Open Space & Parks - Asset Renewal	0.1	0.6	3.3	3.3	0.6	7.8							7.8	7.9
Hyde Park Master Plan - remaining works	Open Space & Parks - Asset Renewal			0.2	0.3	3.8	4.3	4.0	4.0	4.0	4.5	2.0	2.0	24.7	24.7
Ward Park	Open Space & Parks - Asset Renewal	0.1	0.2	0.8	3.8	0.5	5.2							5.2	5.3
Green Park	Open Space & Parks - Asset Renewal	0.1	0.1	1.0	3.3	0.5	4.9							4.9	5.0
Waterloo Park Waterloo	Open Space & Parks - Asset Renewal		0.1	0.1	0.2	1.0	1.4	2.0	8.0	2.0				13.4	13.4
Mount Carmel Waterloo - Major Renewal Works	Open Space & Parks - Asset Renewal				0.4	0.4	0.8	1.9	2.3	2.3	0.4			7.6	7.6
Erskineville Park Oval surround and sandstone walls- Renewal	Open Space & Parks - Asset Renewal									0.6	1.4	1.7	1.9	5.5	5.5
Customs House – Façade Upgrade stage 2	Properties Assets - Asset Renewal	0.8			0.2	4.0	4.1	3.4	1.3					8.8	9.6
Town Hall House, Façade Remediation	Properties Assets - Asset Renewal	6.9	5.0	0.5			5.5							5.5	12.4
343 George St - Façade Remediation	Properties Assets - Asset Renewal	6.7	5.8	6.5	1.0		13.3							13.3	20.0
Sydney Town Hall External Works Stage 3	Properties Assets - Asset Renewal	14.9	1.6				1.6							1.6	16.5
City Recital Hall Capital Works	Properties Assets - Asset Renewal	5.9	0.9				0.9							0.9	6.8
307 Pitt Street Fire Protection Upgrade	Properties Assets - Asset Renewal	2.7	2.7	1.0			3.7							3.7	6.4
Sydney Park Brick Kilns - Renewal Works	Properties Assets - Asset Renewal	1.9	2.8	6.7	7.8	0.5	17.9							17.9	19.7
Goulburn St Parking Station - Whole of structure remediation	Properties Assets - Asset Renewal	0.8	1.1	5.6	5.6	5.6	17.8	3.0	1.5	1.5	1.4			25.2	26.0
Bay Street East - Depot Redevelopment	Properties Assets - Asset Renewal	1.5	1.3	2.5	35.0	27.5	66.3	4.7						71.0	72.5
343 George St - Level 6-10 Base Building Renewal	Properties Assets - Asset Renewal	0.5	0.8	5.0	9.0	8.5	23.2	0.5						23.7	24.2
Paddington Town Hall - Major Renewal	Properties Assets - Asset Renewal			0.3	0.8	1.5	2.5	6.0	7.5	7.5	1.5			25.0	25.0
Customs House - Major Renewal	Properties Assets - Asset Renewal				0.3	0.8	1.0	3.0	7.5	7.5	1.0			20.0	20.0
Surry Hills Library - Major Renewal incl Façade	Properties Assets - Asset Renewal					0.3	0.3	0.5	2.5	1.5	0.3			5.0	5.0
Glebe Point Road Community Facilities Precinct/Major Renewal	Properties Assets - Asset Renewal							0.3	0.8	6.8	7.5	7.5	2.3	25.0	25.0
343 George Street - Level 1 2 3 Common Area/Services Renewal	Properties Assets - Asset Renewal			0.6	1.2	0.6	2.4	0.6	0.6	0.6	0.6	0.6	0.6	6.0	6.0
Cathedral Square - Civic Space Renewal	Public Domain - Asset Renewal				0.2	0.3	0.5	2.6	2.7	0.3				6.0	6.0

City of Sydney
Balance Sheet

	\$'M	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
ASSETS											
Current Assets											
Cash and Investments		698.2	640.7	517.3	449.2	417.0	358.6	316.7	291.9	275.9	262.8
Receivables		112.9	116.0	115.4	120.6	118.2	119.3	122.7	126.4	127.9	129.9
Contract and Contract Cost Assets		20.1	20.1	20.1	20.1	20.1	20.1	20.1	20.1	20.1	20.1
Inventory		0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Other Assets		9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3	9.3
Total Current Assets		841.1	786.8	662.7	599.8	565.2	507.9	469.5	448.3	433.9	422.7
Non Current Assets											
Capital Works, Infrastructure, Investment Properties and P&A		14,095.8	14,264.7	14,486.1	14,636.6	14,755.4	14,893.4	15,030.0	15,153.5	15,274.5	15,389.7
Total Non-Current Assets		14,095.8	14,264.7	14,486.1	14,636.6	14,755.4	14,893.4	15,030.0	15,153.5	15,274.5	15,389.7
TOTAL ASSETS		14,936.9	15,051.5	15,148.9	15,236.4	15,320.6	15,401.3	15,499.4	15,601.9	15,708.4	15,812.4
LIABILITIES											
Current Liabilities											
Payables		117.1	122.2	126.4	124.0	121.7	119.2	126.1	126.4	132.5	134.0
Provisions		203.3	198.4	189.7	164.8	159.0	157.1	155.5	154.6	156.3	158.4
Total Current Liabilities		320.5	320.5	316.1	288.9	280.7	276.3	281.5	281.0	288.8	292.4
Non Current Liabilities											
Provisions		32.6	32.6	32.6	32.6	32.6	32.6	32.6	32.6	32.6	32.6
Total Non-Current Liabilities		32.6	32.6	32.6	32.6	32.6	32.6	32.6	32.6	32.6	32.6
TOTAL LIABILITIES		353.1	353.1	348.7	321.5	313.3	308.9	314.1	313.6	321.4	325.0
EQUITY											
Equity		14,583.8	14,698.4	14,800.2	14,914.9	15,007.3	15,092.4	15,185.3	15,288.3	15,387.0	15,487.4
TOTAL EQUITY		14,583.8	14,698.4	14,800.2	14,914.9	15,007.3	15,092.4	15,185.3	15,288.3	15,387.0	15,487.4

City of Sydney
Cash Flow Forecast

	\$M	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Cash from operations											
Rates and annual charges		419.9	431.6	443.6	455.9	468.5	481.5	494.9	508.7	522.8	537.3
Other operating income *		295.0	308.3	321.2	330.0	339.1	348.5	361.2	370.7	380.6	390.7
Operating Income		714.9	739.8	764.8	785.8	807.6	830.1	856.1	879.4	903.4	928.0
Employee benefits and on-costs		(289.3)	(298.5)	(305.5)	(314.6)	(323.6)	(332.5)	(342.1)	(352.4)	(362.9)	(374.6)
Other operating expenditure *		(306.5)	(319.2)	(325.3)	(335.3)	(342.7)	(356.4)	(367.1)	(378.2)	(392.3)	(400.6)
Operating Expenditure		(595.8)	(617.7)	(630.8)	(649.9)	(666.3)	(688.9)	(709.3)	(730.7)	(755.2)	(775.2)
Operating Surplus		119.1	122.1	134.0	136.0	141.3	141.2	146.8	148.7	148.2	152.8
Other Non Operating:											
Interest and investment income		34.3	29.1	22.3	16.7	12.6	11.4	9.7	8.9	8.1	7.8
Grants and contributions provided for capital purposes		95.0	97.8	81.8	100.8	79.2	75.9	81.7	91.9	90.2	91.0
Capital project related costs **		(6.2)	(6.4)	(6.6)	(6.8)	(7.0)	(7.2)	(7.4)	(7.6)	(7.9)	(8.1)
Depreciation and amortisation expense		(126.8)	(128.2)	(129.8)	(132.0)	(133.8)	(136.3)	(137.9)	(139.0)	(139.9)	(143.1)
Net Surplus/(Deficit)		115.4	114.5	101.8	114.8	92.4	85.0	92.9	103.0	98.7	100.5
Add Back:											
Depreciation and amortisation expense		126.8	128.2	129.8	132.0	133.8	136.3	137.9	139.0	139.9	143.1
Non-cash asset adjustments		(2.0)	(1.9)	(1.8)	(1.6)	(1.5)	(1.4)	(1.2)	(1.1)	(0.9)	(0.8)
Cash Surplus before Capital Expenditure		240.2	240.8	229.8	245.1	224.7	220.0	229.6	240.8	237.7	242.8
Capital Expenditure											
Capital works		(236.5)	(245.1)	(263.5)	(242.6)	(222.4)	(187.4)	(211.6)	(198.5)	(215.7)	(212.0)
Plant and asset acquisitions (net of disposals)		(18.6)	(23.1)	(25.7)	(24.0)	(24.7)	(25.5)	(26.2)	(27.0)	(27.9)	(28.7)
Capital Works (Technology and Digital Services)		(24.0)	(23.8)	(17.5)	(14.6)	(11.0)	(15.0)	(15.5)	(15.9)	(16.4)	(16.9)
Property (acquisitions) / divestments		(28.0)	(3.3)	(42.8)	0.4	7.0	(45.0)	(20.0)	(20.0)	0.0	0.0
Total Capital Expenditure		(307.1)	(295.2)	(349.4)	(280.8)	(251.1)	(272.9)	(273.3)	(261.5)	(260.0)	(257.6)
Net Receivables/Payables Movement		17.9	(3.0)	(3.8)	(32.4)	(5.8)	(5.5)	1.8	(4.2)	6.3	1.6
Cash Surplus/(Deficit)		(49.1)	(57.4)	(123.4)	(68.2)	(32.1)	(58.4)	(41.9)	(24.8)	(15.9)	(13.2)
Total Cash at Beginning of Period		747.3	698.2	640.7	517.3	449.2	417.0	358.6	316.7	291.9	275.9
Cash Surplus/(Deficit)		(49.1)	(57.4)	(123.4)	(68.2)	(32.1)	(58.4)	(41.9)	(24.8)	(15.9)	(13.2)
Total Cash at End of Period		698.2	640.7	517.3	449.2	417.0	358.6	316.7	291.9	275.9	262.8

* Value-in-kind is non-cash and hence excluded from this statement in Operating Income and Operating Expenditure categories

** This item of expenditure is included within Materials and Contracts expense on the Income Statement

City of Sydney

Plant and Asset acquisitions, disposals and Capital Works (Technology and Digital Services)

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 is reviewing the current policy of replacing light fleet vehicles and is working towards extending the lifecycle of its fleet vehicles as part of the longer term transition to zero emission options. The City 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 third 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 - 2024/25

	2024/25			Four years expenditure to 2027/28	Ten years expenditure to 2033/34
	Acquisitions	Disposals	Net Budget		
Books & Library Resources	0.8	0.0	0.8		
Information Technology (Equipment)	2.4	0.0	2.4		
Vehicles and Plant	8.4	(0.3)	8.1		
Equipment, Furniture & Fittings and Miscellaneous	7.3	0.0	7.3		
Plant and asset acquisitions (net of disposals)	18.9	(0.3)	18.6	91.4	251.4
Capital Works (Technology and Digital Services)	24.0	0.0	24.0	79.9	170.5

Notes on Commercial Activities and Revenue Policy

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.

The City expects to generate \$10.9M in 2024/25 from Parking Stations and \$123.8M over the ten year life of the plan.

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.

City of Sydney

OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS

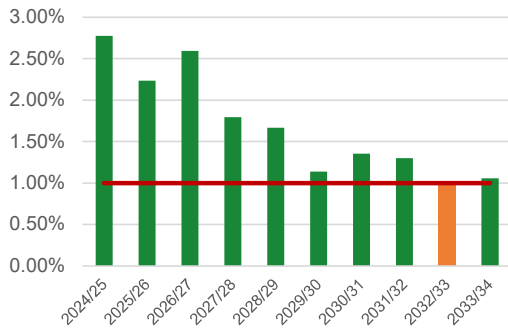
The City's performance in respect of the mandated Office of Local Government Performance measures is detailed below. The charts demonstrate performance trends on the basis of forward projections contained in the Long Term Financial Plan, and estimates related to future asset maintenance and renewal requirements (per the Asset Management Plan) and infrastructure backlog.

The formulas used in the calculations, as provided by the NSW Office of Local Government (OLG), are also included.

The graphs plot the annual performance for each ratio shown - while longer term projections generally reflect above-benchmark

Sustainability

Operating Performance Ratio

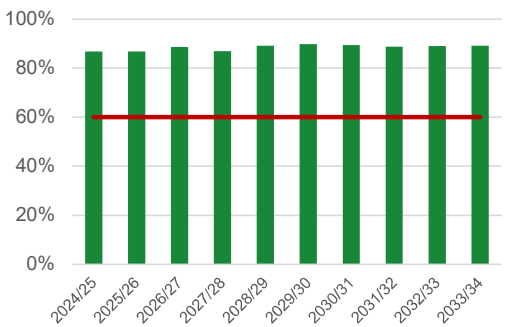


$$\frac{\text{Operating Revenue (excluding Capital Grants \& Contributions)} - \text{Operating Expenses}}{\text{Operating Revenue (excluding Capital Grants \& Contributions)}}$$

Operating Performance is projected to exceed benchmark over the life of the Long Term Financial Plan.

2024/25, 2028/29 and 2032/33 are all election years, which has a slight unfavourable impact on the ratio result due to additional expenses incurred in running local government elections including to administer a roll of business voters within the LGA for the purposes of compulsory voting.

Own Source Revenue



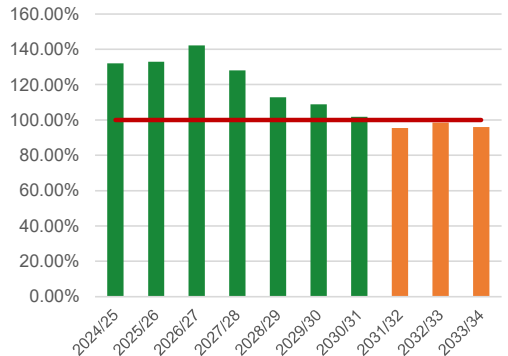
$$\frac{\text{Total continuing operating revenue (excluding all grants and contributions)}}{\text{Total Operating Revenue}}$$

(including all 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 assumed 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



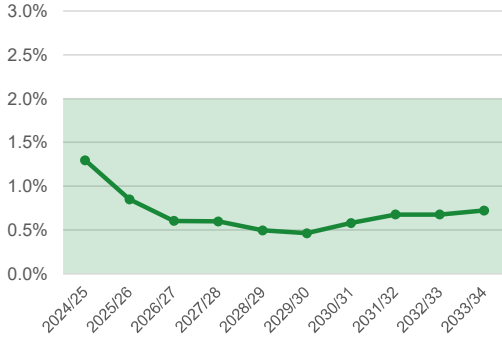
$$\frac{\text{Actual Asset Renewals}}{\text{Required Renewal* of Building and Infrastructure Assets}}$$

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.

Substantial renewal works are planned for the earlier years of the plan, driven (in part) by strategic upgrade works that deliver a renewal benefit to assets. Underlying recurrent renewal programs focus on prioritising end-of-life assets for renewal and/or replacement.

City of Sydney
OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS
Infrastructure and Service Management

Infrastructure Backlog Ratio



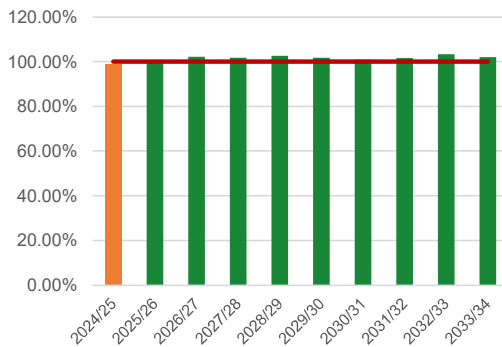
Estimated Costs to Bring Assets to a Satisfactory Standard

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

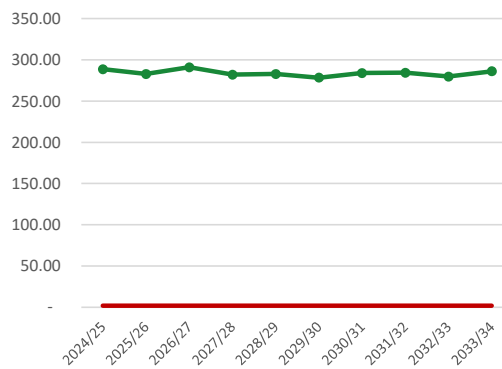


Actual Asset Maintenance
Required Asset Maintenance

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. 97% or higher of required levels). The slightly lower ratio results in the earlier years of the Long Term Financial Plan are reflective of higher (capital) renewal works. Conversely, the slight increase over the life of the plan partially offsets the easing renewal activity in later years.

Gross expenditure on asset maintenance will continue to grow over time, as will the "required" level of annual maintenance, as the City's asset base continues to grow. 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



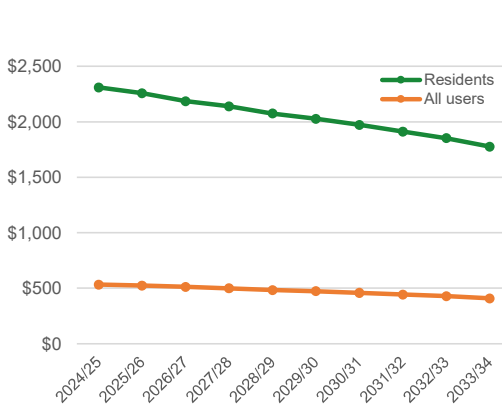
Principal Repayments (from Statement of Cash Flows) plus Borrowing Interest Costs (from the income statement)
Operating Results before Interest and Depreciation Expense (EBITDA)

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.

The projected ratio result reflects future estimates related to a property leased by the City for a library. Under accounting standard AASB 16 - Leases, a notional 'interest' expense is calculated in respect of the lease. The ratio benchmark is greater than 2.00 : 1, which is significantly exceeded over the life of this plan, indicating that the City can comfortably accommodate this notional 'debt'.

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.

The orange line reflects the inclusion of all users of the City. Note that the City has close to 1.1M visitors per day on average in 2022/23, which is a slight drop on earlier estimates.

City of Sydney

Income Statement - alternative scenario 1 (inflation lasting longer than anticipated impacting operating expenses)

	\$'M	2024/25	2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total
Income from Continuing Operations													
Rates and annual charges		419.2	430.9	442.8	455.1	1,748.1	467.8	480.8	494.1	507.8	522.0	536.5	4,757.0
User charges and fees		149.2	153.1	157.2	161.4	620.8	165.7	170.1	174.7	179.4	184.2	189.2	1,684.2
Interest and investment income		34.3	28.9	21.6	15.4	100.2	10.9	9.0	6.7	5.1	3.5	2.4	137.9
Other revenues		130.4	140.0	148.7	153.1	572.2	157.5	162.1	169.8	174.3	179.0	183.7	1,598.7
Grants and contributions provided for capital purposes		95.0	97.8	81.8	100.8	375.5	79.2	75.9	81.7	91.9	90.2	91.0	885.5
Grants and contributions provided for operating purposes		17.5	17.3	17.6	17.9	70.3	18.3	18.7	19.2	19.6	20.1	20.6	186.7
Total Income from Continuing Operations		845.7	868.0	869.8	903.7	3,487.1	899.4	916.7	946.2	978.2	999.0	1,023.4	9,250.0
Expenses from Continuing Operations													
Employee benefits and on-costs		289.3	301.4	311.4	320.7	1,222.9	329.9	339.0	348.8	359.3	370.0	381.9	3,351.8
Borrowing costs		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		245.0	258.9	272.9	281.7	1,058.5	292.6	299.4	308.3	317.5	329.7	335.9	2,941.9
Depreciation, amortisation and impairment		126.8	128.2	129.8	132.0	516.7	133.8	136.3	137.9	139.0	139.9	143.1	1,346.7
Other expenses		69.2	74.3	73.2	75.1	291.8	72.1	79.8	82.4	85.0	87.7	90.4	789.3
Total Expenses from Continuing Operations		730.3	762.8	787.4	809.5	3,090.0	828.4	854.5	877.3	900.8	927.3	951.3	8,429.6
Net operating result for the year attributable to Council		115.4	105.2	82.4	94.2	397.2	70.9	62.2	68.8	77.5	71.7	72.1	820.4

Inflation lasting longer than anticipated impacting operating expenses

The base case of this Long Term Financial Plan anticipates that inflation will subside and return to the Reserve Bank of Australia's long term average target range by 2025/26. This alternative scenario has been modelled to demonstrate the potential additional impact of high levels of inflation persisting for two years, with the compounding impact of that inflation reflected through the ten years of the Plan. Compared to the base case, Employee related expenses in this scenario were modelled at 1% higher for 2025/26 and 2026/27. Likewise Materials and Contracts were modelled at 2% higher than the base case. The increase in these two financial years is compounded in the later years of the plan by the same assumptions used in the base case.

The financial impact of the temporary higher inflation under this scenario results in an additional \$55.7M Employee related expenses and \$119.8M higher Materials and Services costs. As a consequence, projected Interest Income is \$23.1M lower. These factors combined unfavourably impact the City's net operating result by \$198.6M over the ten year Plan. The cash impact of this scenario is modelled on an alternative Cash Flow Forecast on the next page.

City of Sydney

Cash Flow Forecast - alternative scenario 1 (inflation lasting longer than anticipated impacting operating expenses)

	\$M	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Cash from operations											
Rates and annual charges		419.9	431.6	443.6	455.9	468.5	481.5	494.9	508.7	522.8	537.3
Other operating income *		295.0	308.3	321.2	330.0	339.1	348.5	361.2	370.7	380.6	390.7
Operating Income		714.9	739.8	764.8	785.8	807.6	830.1	856.1	879.4	903.4	928.0
Employee benefits and on-costs		(289.3)	(301.4)	(311.4)	(320.7)	(329.9)	(339.0)	(348.8)	(359.3)	(370.0)	(381.9)
Other operating expenditure *		(306.5)	(325.4)	(338.0)	(348.4)	(356.2)	(370.3)	(381.5)	(393.1)	(407.7)	(416.3)
Operating Expenditure		(595.8)	(626.8)	(649.5)	(669.1)	(686.0)	(709.3)	(730.3)	(752.4)	(777.7)	(798.3)
Operating Surplus		119.1	113.1	115.3	116.7	121.6	120.7	125.8	127.0	125.7	129.8
Other Non Operating:											
Interest and investment income		34.3	28.9	21.6	15.4	10.9	9.0	6.7	5.1	3.5	2.4
Grants and contributions provided for capital purposes		95.0	97.8	81.8	100.8	79.2	75.9	81.7	91.9	90.2	91.0
Capital project related costs **		(6.2)	(6.4)	(6.6)	(6.8)	(7.0)	(7.2)	(7.4)	(7.6)	(7.9)	(8.1)
Depreciation and amortisation expense		(126.8)	(128.2)	(129.8)	(132.0)	(133.8)	(136.3)	(137.9)	(139.0)	(139.9)	(143.1)
Net Surplus/(Deficit)		115.4	105.2	82.4	94.2	70.9	62.2	68.8	77.5	71.7	72.1
Add Back:											
Depreciation and amortisation expense		126.8	128.2	129.8	132.0	133.8	136.3	137.9	139.0	139.9	143.1
Non-cash asset adjustments		(2.0)	(1.9)	(1.8)	(1.6)	(1.5)	(1.4)	(1.2)	(1.1)	(0.9)	(0.8)
Cash Surplus before Capital Expenditure		240.2	231.5	210.4	224.5	203.2	197.1	205.5	215.4	210.7	214.4
Capital Expenditure											
Capital works		(236.5)	(245.1)	(263.5)	(242.6)	(222.4)	(187.4)	(211.6)	(198.5)	(215.7)	(212.0)
Plant and asset acquisitions (net of disposals)		(18.6)	(23.1)	(25.7)	(24.0)	(24.7)	(25.5)	(26.2)	(27.0)	(27.9)	(28.7)
Capital Works (Technology and Digital Services)		(24.0)	(23.8)	(17.5)	(14.6)	(11.0)	(15.0)	(15.5)	(15.9)	(16.4)	(16.9)
Property (acquisitions) / divestments		(28.0)	(3.3)	(42.8)	0.4	7.0	(45.0)	(20.0)	(20.0)	0.0	0.0
Total Capital Expenditure		(307.1)	(295.2)	(349.4)	(280.8)	(251.1)	(272.9)	(273.3)	(261.5)	(260.0)	(257.6)
Net Receivables/Payables Movement		17.9	(1.9)	(2.7)	(32.4)	(5.7)	(5.4)	1.9	(4.2)	6.4	1.7
Cash Surplus/(Deficit)		(49.1)	(65.7)	(141.7)	(88.6)	(53.5)	(81.2)	(65.9)	(50.3)	(42.9)	(41.5)
Total Cash at Beginning of Period		747.3	698.2	632.5	490.8	402.1	348.6	267.4	201.5	151.3	108.4
Cash Surplus/(Deficit)		(49.1)	(65.7)	(141.7)	(88.6)	(53.5)	(81.2)	(65.9)	(50.3)	(42.9)	(41.5)
Total Cash at End of Period		698.2	632.5	490.8	402.1	348.6	267.4	201.5	151.3	108.4	66.9

* Value-in-kind is non-cash and hence excluded from this statement in Operating Income and Operating Expenditure categories

** This item of expenditure is included within Materials and Contracts expense on the Income Statement

City of Sydney

Income Statement - alternative scenario 2 - Developer contributions lower than anticipated

	\$'M	2024/25	2025/26	2026/27	2027/28	4 Year Total	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10 Year Total
Income from Continuing Operations													
Rates and annual charges		419.2	430.9	442.8	455.1	1,748.1	467.8	480.8	494.1	507.8	522.0	536.5	4,757.0
User charges and fees		149.2	153.1	157.2	161.4	620.8	165.7	170.1	174.7	179.4	184.2	189.2	1,684.2
Interest and investment income		34.3	28.8	21.6	15.5	100.1	11.1	9.4	7.2	5.9	4.5	3.6	141.9
Other revenues		130.4	140.0	148.7	153.1	572.2	157.5	162.1	169.8	174.3	179.0	183.7	1,598.7
Grants and contributions provided for capital purposes		95.0	83.6	67.5	86.3	332.5	64.5	61.1	66.6	76.7	74.8	75.4	751.4
Grants and contributions provided for operating purposes		17.5	17.3	17.6	17.9	70.3	18.3	18.7	19.2	19.6	20.1	20.6	186.7
Total Income from Continuing Operations		845.7	853.7	855.4	889.2	3,444.0	884.9	902.2	931.6	963.7	984.5	1,009.0	9,119.9
Expenses from Continuing Operations													
Employee benefits and on-costs		289.3	298.5	305.5	314.6	1,207.9	323.6	332.5	342.1	352.4	362.9	374.6	3,296.1
Borrowing costs		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		245.0	252.7	260.1	268.6	1,026.4	279.2	285.4	293.9	302.7	314.3	320.2	2,822.1
Depreciation, amortisation and impairment		126.8	128.2	129.8	132.0	516.7	133.8	136.3	137.9	139.0	139.9	143.1	1,346.7
Other expenses		69.2	74.3	73.2	75.1	291.8	72.1	79.8	82.4	85.0	87.7	90.4	789.3
Total Expenses from Continuing Operations		730.3	753.8	768.7	790.2	3,042.9	808.7	834.0	856.3	879.0	904.8	928.3	8,254.1
Net operating result for the year attributable to Council		115.4	100.0	86.7	99.0	401.1	76.2	68.2	75.4	84.7	79.7	80.6	865.8

Developer contributions lower than anticipated impacting total income

The base case of this Long Term Financial Plan anticipates that Developer Contributions will be stable, driven by long term trends in property development in the Local Government Area. This alternative scenario has been modelled to reflect the potential impact of Developer Contributions being lower than assumed in the base case. This may eventuate for a number of reasons. There is the possibility that the development cycle dips and activity is subdued for some time following prolonged global inflation and recessionary pressures. Separately, the State Government has not dismissed the possibility of changes to legislation regarding developer contributions, in which contributions received by the City may be syphoned off to fund State Government priorities elsewhere in New South Wales.

The assumption in this scenario is that developer contributions are 25% lower compared to the base case over the life of the plan. The financial impact is \$134.1M lower developer contributions with a consequential reduction in interest income of \$19.1M, which leads to a net operating result attributable to Council that is \$153.1M unfavourable to the base case of this plan. The cash impact of this scenario is modelled on an alternative Cash Flow Forecast on the next page.

City of Sydney

Cash Flow Forecast - alternative scenario 2 - Developer contributions lower than anticipated

	\$M	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Cash from operations											
Rates and annual charges		419.9	431.6	443.6	455.9	468.5	481.5	494.9	508.7	522.8	537.3
Other operating income *		295.0	308.3	321.2	330.0	339.1	348.5	361.2	370.7	380.6	390.7
Operating Income		714.9	739.8	764.8	785.8	807.6	830.1	856.1	879.4	903.4	928.0
Employee benefits and on-costs		(289.3)	(298.5)	(305.5)	(314.6)	(323.6)	(332.5)	(342.1)	(352.4)	(362.9)	(374.6)
Other operating expenditure *		(306.5)	(319.2)	(325.3)	(335.3)	(342.7)	(356.4)	(367.1)	(378.2)	(392.3)	(400.6)
Operating Expenditure		(595.8)	(617.7)	(630.8)	(649.9)	(666.3)	(688.9)	(709.3)	(730.7)	(755.2)	(775.2)
Operating Surplus		119.1	122.1	134.0	136.0	141.3	141.2	146.8	148.7	148.2	152.8
Other Non Operating:											
Interest and investment income		34.3	28.8	21.6	15.5	11.1	9.4	7.2	5.9	4.5	3.6
Grants and contributions provided for capital purposes		95.0	83.6	67.5	86.3	64.5	61.1	66.6	76.7	74.8	75.4
Capital project related costs **		(6.2)	(6.4)	(6.6)	(6.8)	(7.0)	(7.2)	(7.4)	(7.6)	(7.9)	(8.1)
Depreciation and amortisation expense		(126.8)	(128.2)	(129.8)	(132.0)	(133.8)	(136.3)	(137.9)	(139.0)	(139.9)	(143.1)
Net Surplus/(Deficit)		115.4	100.0	86.7	99.0	76.2	68.2	75.4	84.7	79.7	80.6
Add Back:											
Depreciation and amortisation expense		126.8	128.2	129.8	132.0	133.8	136.3	137.9	139.0	139.9	143.1
Non-cash asset adjustments		(2.0)	(1.9)	(1.8)	(1.6)	(1.5)	(1.4)	(1.2)	(1.1)	(0.9)	(0.8)
Cash Surplus before Capital Expenditure		240.2	226.3	214.7	229.4	208.5	203.1	212.0	222.6	218.7	223.0
Capital Expenditure											
Capital works		(236.5)	(245.1)	(263.5)	(242.6)	(222.4)	(187.4)	(211.6)	(198.5)	(215.7)	(212.0)
Plant and asset acquisitions (net of disposals)		(18.6)	(23.1)	(25.7)	(24.0)	(24.7)	(25.5)	(26.2)	(27.0)	(27.9)	(28.7)
Capital Works (Technology and Digital Services)		(24.0)	(23.8)	(17.5)	(14.6)	(11.0)	(15.0)	(15.5)	(15.9)	(16.4)	(16.9)
Property (acquisitions) / divestments		(28.0)	(3.3)	(42.8)	0.4	7.0	(45.0)	(20.0)	(20.0)	0.0	0.0
Total Capital Expenditure		(307.1)	(295.2)	(349.4)	(280.8)	(251.1)	(272.9)	(273.3)	(261.5)	(260.0)	(257.6)
Net Receivables/Payables Movement		17.9	(0.3)	(3.8)	(32.4)	(5.7)	(5.4)	1.8	(4.2)	6.4	1.6
Cash Surplus/(Deficit)		(49.1)	(69.3)	(138.5)	(83.8)	(48.3)	(75.3)	(59.4)	(43.1)	(34.9)	(32.9)
Total Cash at Beginning of Period		747.3	698.2	628.9	490.4	406.5	358.2	283.0	223.6	180.5	145.5
Cash Surplus/(Deficit)		(49.1)	(69.3)	(138.5)	(83.8)	(48.3)	(75.3)	(59.4)	(43.1)	(34.9)	(32.9)
Total Cash at End of Period		698.2	628.9	490.4	406.5	358.2	283.0	223.6	180.5	145.5	112.6

* Value-in-kind is non-cash and hence excluded from this statement in Operating Income and Operating Expenditure categories

** This item of expenditure is included within Materials and Contracts expense on the Income Statement

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Community Asset Management Plan 2024/25 to 2033/34

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

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Cover image: 180 George Street, Sydney. Photo by Abril Felman / 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 \$15.8 billion in physical assets (\$8.8 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 at managing the City’s assets to give the best possible long-term services to the City’s residents, ratepayers and visitors.

The City has over 1.08 million people per day. The City commits significant funds to asset management and currently annually spends in excess of \$83M in operations and maintenance, \$68M in asset renewals plus \$99M in new asset additions 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.

Last financial year the city also completed several major public domain update at Macleay St and City South. 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.

To cater for an expected population increase we will need to grow or modify our infrastructure asset portfolio. The City will need to manage service levels within funding restraints while managing all our assets efficiently and effectively.

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.

Asset Management Framework

The City is enhancing our asset management governance in line with the recommendations from ISO55000/55001² 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 to the 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 renewal based 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

These documents are reviewed and updated periodically.

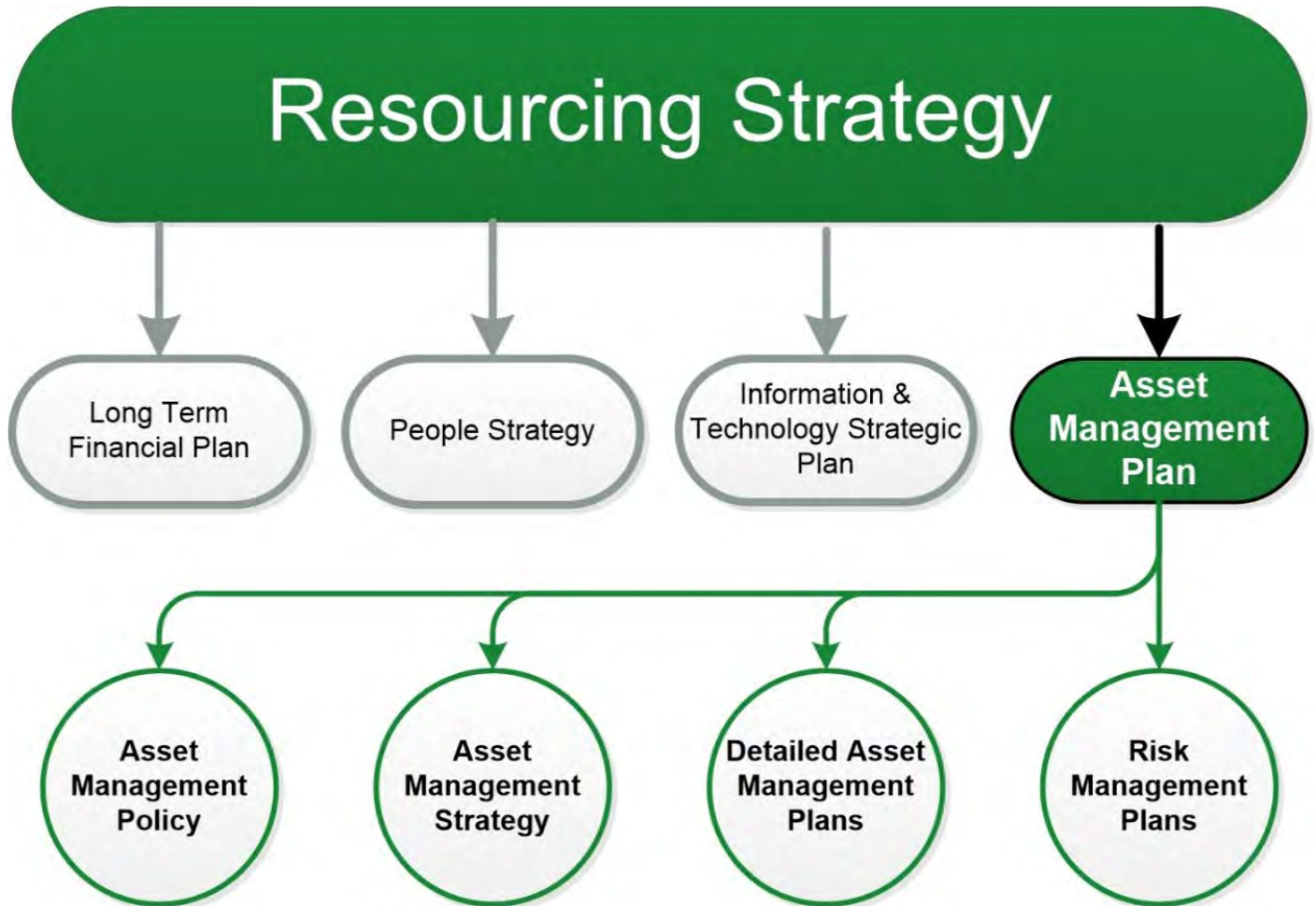
The condition analysis, financial valuation and projections and maintenance and operation costs in the current plans are prepared using the best available data and will be improved as updated information becomes available. The ongoing expansion and improvement of the City's Corporate Asset Management System will aid the development of data to support decision making.

Consistent with the benchmarks of the Office of Local Government (OLG) 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.

The diagram below outlines the relationship of the asset management planning documents within the overall Resourcing Strategy.



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 can be found at Appendix 1 to this plan.



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 outcomes include the:

- Review and adoption of an overarching asset management policy
- Review and enhancement of the asset management framework and governance structure
- Introduction of a mobile capability for managing infrastructure inspection, maintenance and job completion. There are approximately 400 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 development of 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	271.6
	Road Base	330 km	683.5
	Cycleway	22.5km	Included in roads
	Footpath	592 km	728.7
	Kerb and Gutter	650 km	422.4
	Traffic Facilities	2,513	42.1
	Total		2,148.1
Structures	Bridges	41Nos	99.0
	Cliffs	67Nos	-
	Stairs/Steps/Ramps/Civic Square (Road Reserve Only)	113Nos	1.8
	Retaining walls	332Nos	2.5
	Sea Walls	2.8 km	13.8
	Jetties/Pontoons	12Nos	Included in Parks
	Fences	304	Included in Parks
Total		117.0	
Stormwater	Drainage pipes	162 km	302.5
	Drainage pits	11,554	147.0
	Open Channels	150 m	0.1
	Culverts	6.7 km	39.1
	Gross Pollutant Traps (GPTs)	47	5.0
	Rain Gardens	320	32.1
Total		525.9	

Community Asset Management Plan 2024

Asset Category	Asset Type	Quantity	Value (\$M)
Parks	Iconic	24	375.8
	Neighbourhood	48	150.4
	Pocket	298	151.8
	Streetscapes	1154	31.2
	Sportsfields	16	33.1
	Traffic Treatments	665	16.4
	Playgrounds	163	Included in Parks
	Building Surrounds/Other Green Space	69	11.1
	Total		769.7
Trees	Parks Trees	14,010	49.9
	Street Trees	35,806	101.2
	Property Trees	663	1.8
	Total		152.9
Street Furniture	Smartpoles	3,005	111.6
	Poles and Lighting	4,549 poles 8,495 lights	51.1
	Bins	849	10.8
	Cycling Parking	1,561	
	Seats	1254	
	Shelters	330	
	Tactile	2190	
	Wayfinding / Legible Sydney	4,180Nos	9.4
	Permanent Survey Marks	3,349	17.3
	Parking Meters	1,445	6.3
Security	N/A	7.8	
	Total		214.3
Buildings	Specialised / Non-Specialised and Investment	277	2,704.2

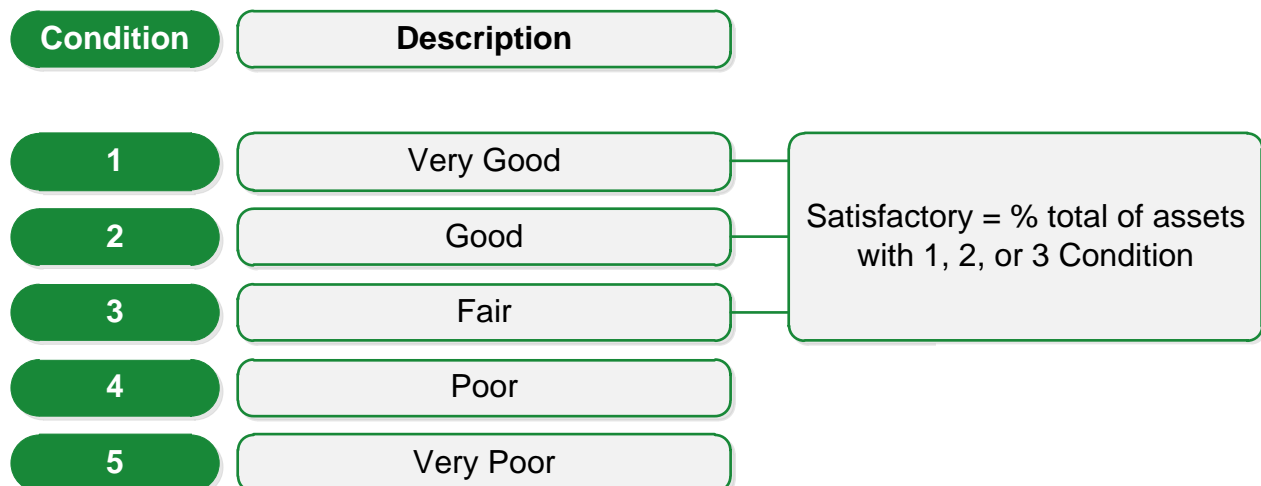
Community Asset Management Plan 2024

Asset Category	Asset Type	Quantity	Value (\$M)
Signs	Parking and Regulatory signs Sign Poles	64,000 36,750	17.5
Fleet, Plant and Equipment	Vehicles and major plant Other plant and equipment	443 N/A	123.1
Library	Books, publications, electronic resources and other library collections	N/A	6.3
City Art	Public art and sculptures Town Hall Collection	795 1,846 (approx..)	67.6 9.7
Sub Total			77.3
Office Equipment & Furniture	Furniture, desks, technology	N/A	64.1

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.



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	2.6	2019	2024	95
	Footpaths	2.6	2019	2024	98
	Kerb and gutter	2.6	2019	2024	93
	Traffic Facilities	2.0	2019	2024	96
	Steps and Ramps	2.7	2020	2025	96
Structures	Bridges	2.4	2020	2025	99
	Cliff & Retaining Walls	2.1	2020	2025	97
	Sea walls	2.5	2020	2025	100
	Jetties/Pontoons	2.5	2020	2025	100
	Fences	2.5	2020	2025	N/A
Stormwater	Drainage – Pits – Collected area	2.0	2021	Underway	94
	Drainage – Pipes – Collected area	2.2	2021	Underway	96
	Gross Pollutant Traps	2.0	2020	2024	90
	Raingardens	1.8	2019	2024	90
Parks	Iconic	2.7	2023	2024	91
	Neighbourhood	2.6	2023	2024	96
	Pocket Parks	2.7	2023	2024	89
	Streetscapes	3	2022	2025	99
	Traffic Treatment	3	2022	2025	99
Trees	Parks Trees	1.86	2022	2025	99
	Street trees	1.7	2022	2025	99
	Property Trees	1.6	2022	2025	99
Buildings		2.4	2022	Ongoing	97

Community Asset Management Plan 2024

Asset Category	Asset Component	Average Condition	Latest Year of Assessment	Next proposed Assessment	% of Assets rated as Satisfactory
Street Furniture	Smartpoles, Light poles	1.2	2009	Underway	99
	Mounted lights	2.1	2009	Underway	99
	Street Furniture:				
	Bins & Ashtrays	2.6	2022	2025	100
	Cycle Parking	2.48	2016	Underway	92
	Information Stand	2.0	2016	Underway	93
	Kiosks (CoS owned)*	N/A	N/A	N/A	--
	Seats	2.4	2022	Underway	86
	Shelters	3.5	2022	Underway	99
	Permanent Survey Marks	2.9	2022	Underway	99
Plant and Equipment	Fleet	2.4	2022	TBC	99

Note 1 – Continuous review of all council's asset and related desktop condition assessments..

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 condition assessment of all electrical poles is underway.

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:

- Our corporate asset management system has been audited and upgraded to ensure security compliance

Key projects that are recommended and underway include:

- Review, develop and reassign roles and responsibilities related to infrastructure assets
- Develop a database to contain the roles and responsibility for transparency and easy access
- Develop asset health dashboard for executive level management decisions.
- Develop operational dashboards for service delivery standards

The Asset Management Gateway Panel provides oversight in strategic asset management 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 is 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
- Information and Technology Strategic Plan
- Data Governance Framework
- Environmental Strategy
- Resilience Strategy
- Smart City Framework
- Greening Sydney Strategy
- City for All

Asset Strategy Focus Areas

Focus Area	Key Outcomes	Priority Projects
<p>Asset Management Governance</p> <p>Consistent and appropriate data and corporate governance processes are in place for all asset activities and classes</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 two 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
<p>Asset Management Skills and Processes</p> <p>The City's staff will have sufficient data and system knowledge, rigorous processes, clear communication and a culture committed to asset and service improvement</p>	<ul style="list-style-type: none"> Proactive asset management culture Standard asset creation and handover processes Developed asset management skills Effective communication and On-line tools Asset Management Online Portal 	<ul style="list-style-type: none"> 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
<p>Asset Information and Systems</p> <p>The City will support service delivery through the provision of up to date asset information and</p>	<ul style="list-style-type: none"> Integrated platforms Fully resourced system support Mobile first solutions Quality data and information Adopted Corporate Asset Management System Strategy 	<ul style="list-style-type: none"> Upgrade corporate asset management system to latest version and ready for web migration. Building and condition audit for relevant buildings Continue rollout of ConfirmConnect and WorkZone mobile platform Develop and enable advanced modelling within the corporate system.

Community Asset Management Plan 2024

Focus Area	Key Outcomes	Priority Projects
integrated systems providing digital and mobile platforms	<ul style="list-style-type: none"> • Best practice data modelling and reporting 	<ul style="list-style-type: none"> • Undertake Corporate Asset Management System data gap analysis • Complete integration projects with internal enterprise systems
<p>Levels of Service</p> <p>The City will measure the performance of all asset classes against agreed levels of service including intervention levels, inspection frequency and condition thresholds</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 • Consult with the community to identify any over or under servicing of assets
<p>Environmentally Sustainable Asset Management Practices</p> <p>Embed best practice environmental management practices into all aspects of infrastructure service delivery</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Embed minimum environmental requirements in all renewal and upgrade activity • Develop processes to minimise the environmental impact of new or replacement plant and equipment
<p>Financial Sustainability</p> <p>The cost of infrastructure service delivery will be fully understood and incorporated into lifecycle modelling linked to the long term financial plan</p>	<ul style="list-style-type: none"> • Full understanding of costs to deliver services to support budget preparation • Benchmarked asset operation and maintenance activities and costs • Validated lifecycle models • Integrated asset operational and financial data 	<ul style="list-style-type: none"> • 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

Community Asset Management Plan 2024

Focus Area	Key Outcomes	Priority Projects
<p>Resilience in our infrastructure assets</p> <p>Planning for the City's infrastructure assets to be resilient against future shocks and stresses</p>	<ul style="list-style-type: none"> Purpose specific tools for asset reporting Clear definition of resilience Asset management plans address resilience issues Resilience considered at the time of development and renewal 	<ul style="list-style-type: none"> Define resilience risks and opportunities 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 Community Strategic Plan generally caters for the local government areas community's needs including privately owned property. The context of assets within the Community Strategic Plan may include infrastructure beyond what the City owns and controls. The directions where this condition exists are denoted with *.

Some directions have a planning focus that don't directly include delivery of infrastructure assets within their scope and instead provide input and direction to the renewal and upgrade of assets. 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

The objectives and actions within 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.

Delivering environmental sustainability in asset management

Good asset management can support the City to achieve its goals for environmental improvements, through supporting the delivery of specific actions from the Environmental Strategy 2021-2025 and the Greening Strategy 2020-2030. The City has completed work to identify objective statements for asset management and identified four environmental delivery themes. These themes also align to the vision in our Community Strategic Plan.

Climate Action

Core to the City's environmental focus is our acknowledgement of the climate emergency. This theme contains actions to mitigate climate change and to adapt to expected effects of a changing climate.

Asset management activities under this theme include:

- ensuring appliances, plant and equipment that are used in our assets are as energy efficient as possible
- the use of building management systems, passive heating and cooling to reduce energy consumption
- the provision of shade and passive cooling to reduce urban heat impacts
- specifying surfaces that reflect light rather than absorbing it, to reduce urban heat impacts
- the installation of renewable energy generation equipment, and the electrification of equipment which currently uses gas
- transitioning away from other fossil fuel using plant and equipment as alternatives become available
- the reduction of embodied carbon in our supply chain through material and design decisions
- revision of useful lives and other asset management parameters to adapt to the changing environment to ensure financial sustainability.

Greening Sydney

A city that is green with trees, plants and gardens improves our ability to address the impacts of climate change. By 2050, urban heating is predicted to increase temperatures between 1.5 and 3 degrees. Trees and green spaces are effective mitigators of urban heat, as extensive canopy cover can help reduce temperatures on the ground by up to 10 degrees.

Trees and greening improve our air quality, provide refuges for insects, birds and animals, and slow water run off during storm events, improving water quality.

Asset management activities under this theme include:

- ensuring trees and other vegetation are protected and cared for during construction projects
- identifying opportunities to increase greening in the City of Sydney through planting more trees, expanding gardens, building green walls and green roofs
- ensuring that planting decisions take changing climate conditions into account, to reduce the risk of the plant dying in the future

Water Stewardship

Water is an important resource, especially in a drought prone environment. The active management of stormwater run-off contributes to healthier soils, reduces the need for irrigation from potable water, and improves the water quality of Sydney Harbour and the Cooks River, via Alexandra Canal

Asset management activities under this theme include:

- ensuring appliances, plant and equipment are as water efficient as possible.
- the installation, use and maintenance of infrastructure to capture and reuse water
- optimise water consumption and identify leaks via use of smart water meters and irrigation systems, with weather and soil condition monitoring where available
- the installation of low water use plants, use mulch and undertake soil

- improvements to hold soil moisture to reduce irrigation requirements
- installation and maintenance of water pollution avoidance/reduction infrastructure, including litter and sediment management
- structures and designs that slow water in our landscape, allowing it to soak into the landscape following rain events

- waste materials generated at our assets are properly collected, sorted and returned to productive re-use rather than sent to landfill
- specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources
- ensuring any risks of pollution entering air, soil or water from city properties and activities is properly managed

Restoration of natural environments

We have inherited a landscape that has been degraded due to past land use practices, removal of vegetation, or through pollution of waterways. Our community wants to live in a safe, clean environment that supports biodiversity.

Asset management activities under this theme may include:

- contaminated land remediation and management
- identifying opportunities to regenerate native vegetation regeneration
- identifying opportunities to provide habitat for native wildlife



Image: Mary O'Brien Reserve, Zetland

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.. 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

Community Asset Management Plan 2024

- 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.
- Set the asset data foundations e.g. data marts and warehouses to enable digital asset management planning.



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 renewal works and 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:

- Stormwater drainage network (being pit, pipe and channel information) including size, capacity, dimensions, condition, update and will continue for the next 2 years. This includes CCTV analysis for all City pipes and pits. A Model for Urban Stormwater Improvement Conceptualisation (MUSIC) is currently underway that will assist in the siting and installation of future GPTs in the long-term.
- 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 Footpath verges in conjunction with the roads Footpath 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.
- City is engaged in the ongoing collection of comprehensive data about buildings. This includes collecting information about the condition of the property's structure and fabric. As buildings approach the end of their useful life or fail to meet operational requirements, the City conducts detailed assessments of their condition. Buildings may undergo partial renewal, and in these situations thorough pre-project assessments are conducted to identify the specific areas that need to be renewed.
- Comprehensive non-destructive testing and condition assessment of all council's Smartpoles, other lightpoles and banner poles is underway. It will take approximately two years to complete.

Asset Valuations

A summary of the current replacement cost and written down value (at 30 June 2023), 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 underway with infrastructure failure considered as a consequence. 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.

High level network risks for critical assets— snapshot revised 2024

Asset Risk and What Can Happen	Possible cause	Existing controls	Risk Rating
Road Transport Network not meeting community needs	<p>Public transport failure</p> <p>Footpath capacity inadequate—insufficient corridor space</p> <p>Safe cycleway network not completed</p> <p>Competing priorities with road use</p> <p>Inadequate freight delivery drop-off opportunities</p> <p>Parking impacts on public transport corridors</p> <p>Climatic and environmental factors e.g. increasing number of hot days</p>	<ul style="list-style-type: none"> • Transport planning • Alignment with Transport for NSW policies and plans • Emergency traffic response • Public domain plans • Cycling strategy • Parking Policy • Design code and technical specifications • Pro-active asset renewal planning 	Very High
Stormwater System Capacity – flooding of property	<p>Historically under capacity systems due to previous design standards</p> <p>Rainfall intensity variations from climate change</p> <p>More intense rainfall events and sea level rise from climate change</p> <p>Population growth and densification</p>	<ul style="list-style-type: none"> • Floodplain Management Policy • Floodplain Risk Management Plans • Design code and technical specifications • Pro-active asset renewal planning 	Medium
Parks and Open Space not meeting community needs	<p>Population growth</p> <p>Increasing expectations</p> <p>Sports field demand</p> <p>Siting of utility infrastructure</p> <p>Demand management, competing land uses</p> <p>Climatic and environmental factors e.g. drought, flood</p>	<ul style="list-style-type: none"> • 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	<p>Fire safety, water treatment, entrapment (lifts), hazmat & vandalism</p> <p>Structural integrity</p> <p>Flooding</p> <p>Climatic and environmental factors e.g. increasing number of hot days</p> <p>Population growth</p>	<ul style="list-style-type: none"> • Inspections • Contract management • Condition reports prepared • Community feedback • Planned maintenance programs 	High

Resilience

Resilience involves the social, economic and environmental systems that support urban areas, including physical infrastructure. The goal of urban resilience is to create adaptive, robust and secure cities that effectively respond to and recover from challenges.

The City's Resilience Strategy 2023-2028 defines resilience as:

- the capacity of individuals, communities, institutions, business and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience.

Acute shocks are sudden, sharp events that threaten a city, such as heatwaves, floods, disease outbreaks and cyberattacks.

Chronic stresses weaken the fabric of a city on a day-to-day or cyclical basis, such as rising inequity, lack of social cohesion and inadequate public transport.

The shocks and stresses that could impact the City's infrastructure include:

- Critical infrastructure failure
- Epidemic/pandemic
- Extreme heat and heatwaves
- Extreme weather– heatwaves, storms and flooding
- Water insecurity
- Cyber attack
- Terrorist attack
- Civil unrest
- Landslip/subsidence
- Mass medical emergency
- Population growth and densification
- Food, fuel or water crisis, incl. global supply chains
- Decreasing redundancy in communications networks
- Skills and labour shortage, employment conditions, demand on essential workers
- Aging population/increasing vulnerabilities within the community

In the context of the asset management practices, we acknowledge that the resilience of an asset is dependent on the environment and

community that it services and vice versa. This involves the consideration of the resilience of assets within the broader system that they operate, including an understanding of an asset's relationship to other assets and organisations (interdependencies) and consequences of failure to asset user groups (service risks).

- **Interdependency:** Interdependency is when an asset, organisation or community is dependent on another asset, organisation, or community for a particular service.
- **Service risks:** Service risks encompass those events that impact an asset class's ability to maintain the services that they provide.

Resilience in asset management should not focus only on the physical resilience of an asset but also include the contribution of the asset to the resilience of an organisation and the overall community, this can be referred to as 'infrastructure for resilience'.

The effective consideration of resilience in asset management practices ensures that the City's assets can continue to be utilised following a shock event, in the context of increasing stresses, can be efficiently restored and can contribute to the broader community's resilience. We are incorporating resilience assessments into new revisions of our detailed asset management plans. This includes mitigation actions to improve resilience as well as examining asset management lifecycle parameters and how shocks and stresses influence them. In conjunction with this, City is embedding resilience principles into project management decision making through design and operations to deliver resilience outcomes and co-benefits.

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 or suitable modern current 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

Upgrade works improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs and community requirements or requests.

New or expansion works are those works that create a new asset that did not previously exist.

Assets may also be acquired at no monetary cost to the City from land development.

New assets will require 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 and their ongoing maintenance and renewal will impact the financial sustainability.

Estimate of Cost to bring asset to satisfactory condition

Elements from the City's Annual Financial Statements, incorporating the Special Schedule Report on Infrastructure Assets are included in this document.

The Special Schedule— Report on Infrastructure Assets includes estimates of the cost to bring our critical assets to both a satisfactory standard and an agreed level of service.

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

Reflects the estimated cost to restore all Council assets for a given class to condition '3' or better. As determined by the Office of Local Government, assets in condition 3 ('Fair') or better are considered to be in a 'satisfactory' condition.

Cost to bring to the accepted level of service set by council

Estimate of the cost to bring to level of service is an estimate of the cost to renew or rehabilitate existing assets that have reached the condition-based intervention level adopted by council.

Required Maintenance

Estimate of the costs to perform routine activities that are expected to be required to ensure assets reach their predicted useful life, excluding renewal. This includes operational and maintenance costs.

Actual Maintenance

Actual expenditure incurred performing those operating and maintenance activities.

Financial Summary

The summary contains the financial information 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:

- Medium-term life cycle costs based on historical trends and for the full useful life of the asset.
- Long 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:

$$\text{Average Annual Asset Consumption} = \frac{\text{Replacement Value of the Asset}}{\text{Expected Life of the Asset (how long will it last)}}$$

Into

$$\text{Asset Consumption Costs} = \text{Required Operational Costs} + \text{Required Maintenance Costs} + \text{Average Annual Asset Consumption}$$

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	100 yrs	\$100/yr	\$500/yr	\$100/yr	\$700/yr
Park	\$5,000,000	25 yrs	\$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:

$$\begin{aligned} & \text{Budgeted Operational Costs +} \\ & \text{Budgeted Maintenance Costs +} \\ & \text{Budgeted Renewal or Replacement Program} \end{aligned}$$

Estimated Operational, Maintenance, Renewal and Replacement Costs

Any difference between Asset Consumption Costs and Projected 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.

Financial Sustainability Index

The ratio of the Projected Operational, Maintenance, Renewal and Replacement Costs over the Asset Consumption Costs to give an indicator of financial 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.

$$\text{Sustainability Index} = \frac{\text{Estimated Operational, Maintenance, Renewal and Replacement Costs}}{\text{Asset Consumption Costs}}$$

A Financial 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%).

Critical Assets

Scope

Integrated Planning and Reporting guidelines 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 defines 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 identified critical asset classes is contained in this report. The data is based on the information contained in Community Asset Management Plan Section. The City is using 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 and updated as the analysis of condition data is completed.

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, cycle 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 was completed in 2022. Roads and road related assets were revalued.

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 2020.

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.

Demand Planning

The city has adopted key strategies that will change use and the associated infrastructure on road reserves. The Greening Sydney strategy put emphasis on increasing green coverage of the LGA. This includes the installation of rain gardens and greening assets where possible. One outcome of the community strategic plan is "More people walk more, because walking is the most attractive and convenient choice for short trips in the local area". This desired outcome focuses on activities to increase the usability and area of our Footpath network.

Future handover of footpath assets from other urban redevelopment sites and other government authorities are expected in the next 5 years. These initiatives will add demands on the provision of infrastructure services.

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 City considers cycling as an important means of transport and has provided the following infrastructure:

- Physically separated permanent cycle paths – approximately 22.5 km.
- Pop-up cycle paths (constructed in 2020 as a Covid-19 response measure) – approximately 2.1 km.

Community Asset Management Plan 2024

- On-road cycle lanes (delineated by pavement markings) – approximately 37 km

Road Assets— Inventory

Asset Category	Quantity	Replacement Value (\$M)
Road Surface	330 km	
Road Base	330 km	955.0
Separated Cycleway	22.5 km	
Footpaths	22.5 km	728.7
Kerb and Gutter	650 km	422.4
Traffic Facilities –, Thresholds, Medians, Traffic Islands, Speed Humps, Roundabouts	2,513 items	42.1
	TOTAL	2,148.1

Road Assets— Inventory— Structures

Asset Category	Quantity	Replacement Value (\$M)
Steel/Concrete/Composite Bridges	41	96.0
Timber Bridges	4 (nos)	3.0
Cliffs	67 (nos)	
Steps/Stairs/Ramps (on Road Reserve)	107 (nos)	1.8
Retaining Walls	332 (nos)	2.5
Sea Walls	2.8 km	13.8
Jetties/Pontoons	12 (nos)	Included in Parks Value
Fences	304	Included in Parks Value
	TOTAL	117.0

Jetties/Pontoons and Fences replacement values are accounted for within Parks and Open Space valuations. Most retaining walls are located in Parks and account for within Parks and Open Space valuations

Community Asset Management Plan 2024

Asset Inventory – Street Furniture

Asset Category	Quantity	Replacement Value (\$M)
Smartpoles	3,005	111.6
Lighting	8,495 Lights, 4,549 Poles	51.1
Bins	849	
Cycling Parking	1,561	
Seats	1254	
Shelters	330	10.8
Permanent Survey Marks	3,349	17.3
Wayfinding/Legible Sydney Signs	4,180	9.4
TOTAL		214.3

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 level of Service

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 network issues/ defects reduced from previous year	<p>Road defects:</p> <ul style="list-style-type: none"> • 916 in 2017/18 • 1145 in 2018/19 • 1176 in 2019/20 • 1100 in 2020/21 • 1184 in 2021/22 • 1399 in 2022/23 <p>Footpath defects:</p> <ul style="list-style-type: none"> • 3698 in 2017/18 • 3309 in 2018/19 • 2769 in 2019/20 • 2701 in 2020/21 • 1897 in 2021/22 • 2624 in 2022/23 <p>Kerb and Gutter defects:</p> <ul style="list-style-type: none"> • 380 in 2017/18 • 442 in 2018/19 • 231 in 2019/20 • 270 in 2020/21 • 207 in 2021/22 • 234 in 2022/23
Environment	Ensure the City achieves resource recovery of construction and demolition waste generated and managed by City operations	Monitoring and reporting of targets through the SMART platform	90 per cent recovery of construction and demolition waste generated and managed by	On target

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
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City operations by June 2025

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 Footpath and kerb categories.

The last few years have been exceptionally wet with large rainfall amounts associated with the La Nina event.. The increased use of roads post covid has also impacted the road surface. This has resulted in significant increase in the road defects identified in last year.

Technical Levels of service and intervention level refers to the condition rating when the assets should ideally be renewed.

Asset Category	Key Performance Category	Intervention Level	Action
Road	Condition	4	Renewal
Footpath	Condition	4	Renewal/Upgrade
Kerb and Gutter	Condition	4	Renewal
Bridges	Condition	4	Renewal

Future level of service

A comprehensive review of all service levels, including inspection frequency, intervention levels and response times, for all civil 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.

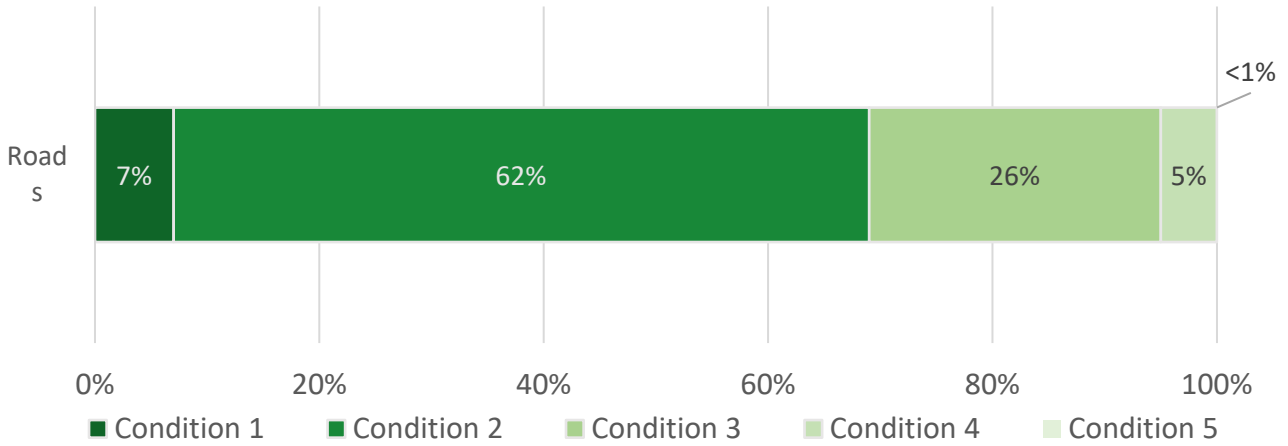


Images: Eglinton Road, Glebe Footpath Renewal Works 2021

Road Assets— Lifecycle Management

Current Condition— Roads (at 30 June 2023)

The chart below shows the distribution of road surface assets



Assets in condition as a percentage of gross replacement cost

. Photographs of road surfaces provide an indicative guide to Condition 1 – Very Good and 5 – Very Poor road assets.

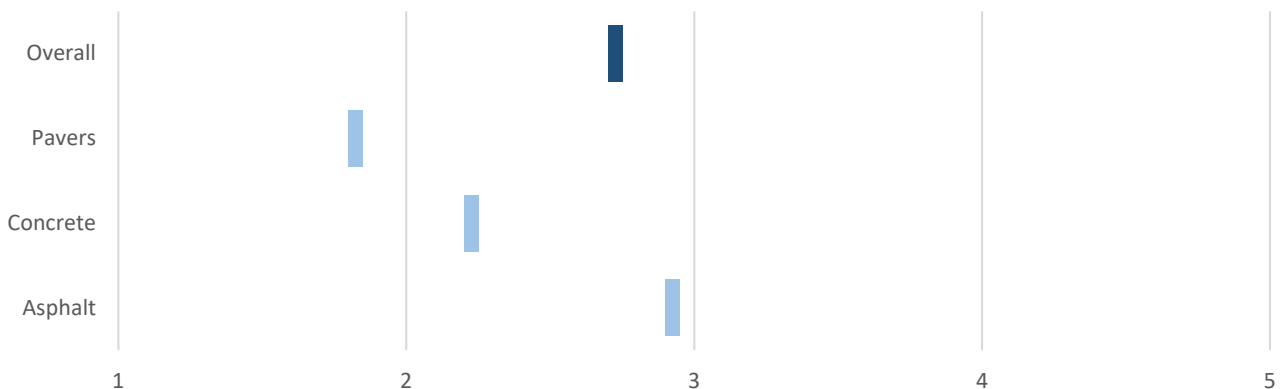


Condition 1 – Very Good



Condition 5 – Very Poor

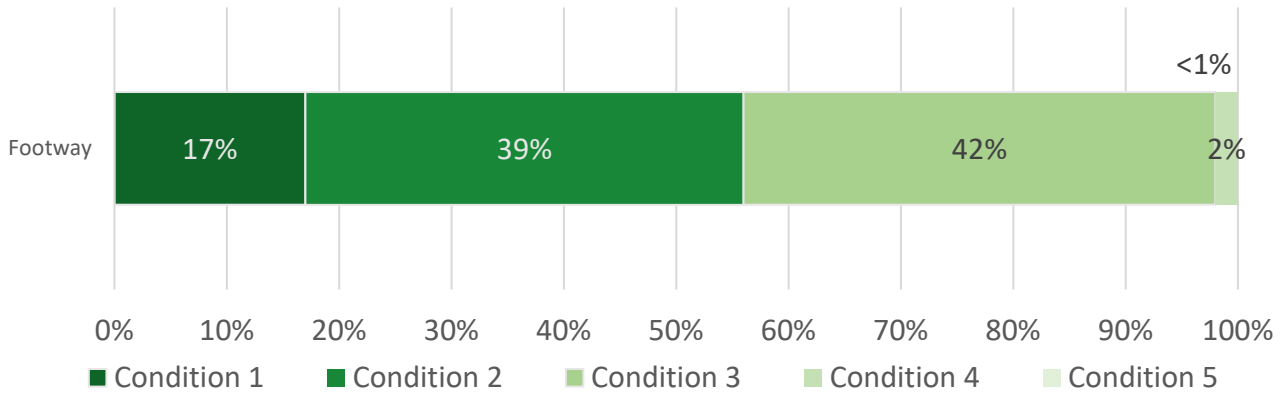
This chart shows the average condition of each of the road surface materials.



The overall condition of the road surface as identified in previous assessment is 2.7 and approximately 5% of the road network falls within categories 4 or 5. However, next round of condition assessment is planning to be undertaken in 24/25 Financial year. 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 future works program on a priority basis.

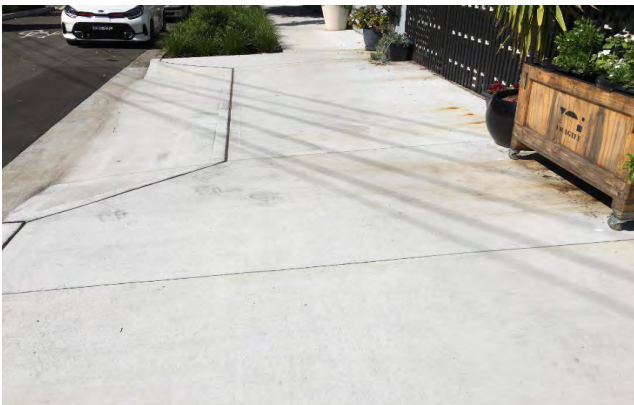
Current Condition - Footpath

The chart below shows the distribution of Footpath assets.



Assets in condition as a percentage of gross replacement cost.

Photographs of road surfaces provide an indicative guide to Condition 1 – *Very Good* and 5 – *Very Poor* Footpath

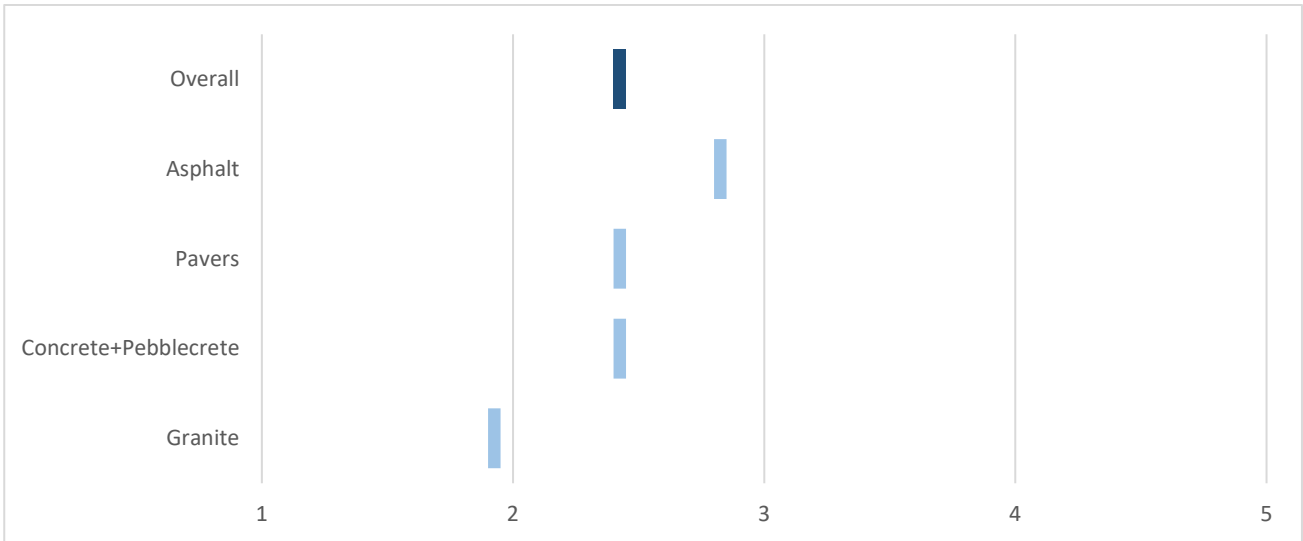


Condition 1



Condition 5

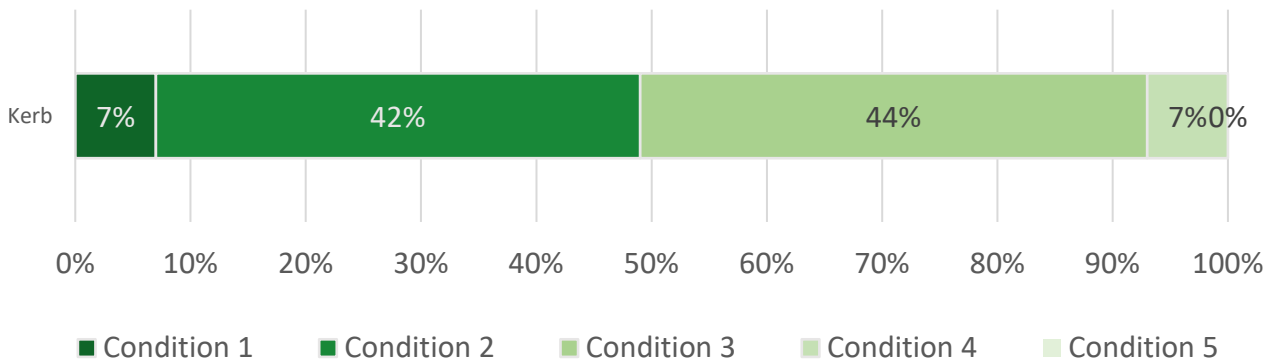
This chart shows the average condition of each of the Footpath materials.



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 Footpath network is 2.4 and less than two per cent of the road network falls within condition categories 4 or 5. Any Footpath asset rated a condition 4 or 5 has been or is under investigation and, subject to final assessment, will be included in the future works program on a priority basis.

Current Conditions – Kerb and Gutter

The chart below shows the distribution of condition assessments for kerb and gutter assets. Assets in condition as a percentage of gross replacement cost.



Photographs of road surfaces provide an indicative guide to Condition 1 – *Very Good* and 5 – *Very Poor* kerb and gutter assets.

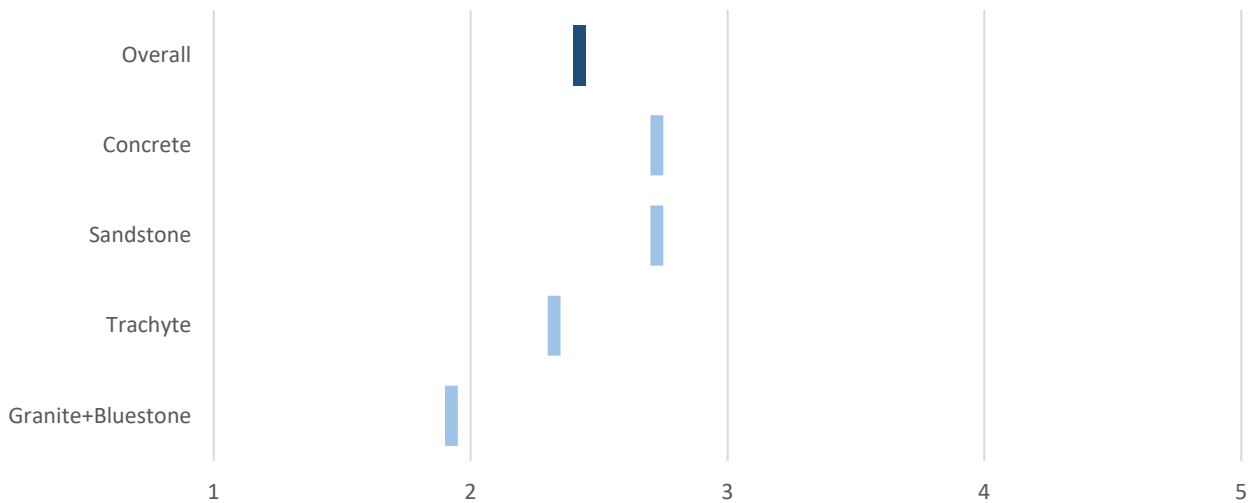


Condition 1



Condition 5

This chart shows the average condition of each of the kerb and gutter 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 2.4 and less than approximately 7% 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 future works program.

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	271,468	161,767	7,918
Road Base	683,467	588,801	793
Footpath	728,670	428,262	9,520
Kerb and Gutter	422,390	187,659	3,439
Bridges	98,962	70,609	943
Total	2,204,977	1,437,100	22,614

Figures shown in \$000

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 actuals and the renewal, upgrade and new expenditure from the financial reports. The 5-year average is the basis for the long term lifecycle costs.

Year	Operating/Maintenance	Renewal	Upgrade	Expansion
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
2021/22	10,793	25,072	35,389	33,983
2022/23	13,825	22,437	22,316	21,103
5 Year Average	10,978	20,245	24,358	22,097

Figures shown in \$000

Increased expenditure in upgrade and expansion in the last two to four years is due to the ongoing roll out of the George Street public domain works and the development of Green Square town centre infrastructure.

Maintenance, Renewal and Upgrade costs

This table shows an excerpt of the *Report on Infrastructure Assets* as at 30 June 2023 in accordance with the Office of Local Government 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 ##	2022/23 Required Maintenance	2022/23 Actual Maintenance
Roads	Sealed Roads – surface course	3,925	4,300	3,600	4,534
	Sealed Roads – base structure	5,503	5,503	190	239
	Bridges	985	505	158	199
	Footpaths	8,011	4,435	5,573	7,019
	Kerb and Gutter	9,380	9,924	1,346	1,695

Figures shown in \$000

** As per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better.

- reflects the estimated cost to restore all assets assessed to be at a condition below 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 Footpath

Road Assets - Financial Summary, Projections and Sustainability

Medium Term – Lifecycle costs based on current expenditure.

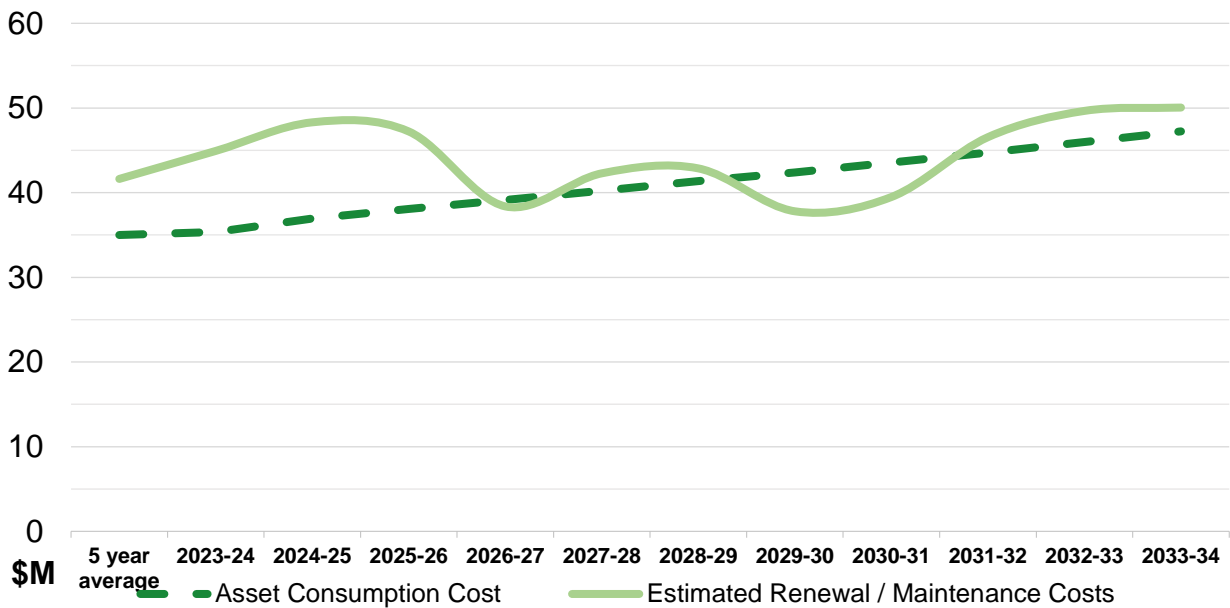
The table below shows the current sustainability index as projected using the average of the last 5 years costs. This is the basis of the long term cost that the City will need to fund for the life of the assets.

Asset Consumption Cost	Operational, Maintenance, Renewal and Replacement Costs	Difference
34,998	41,621	6,623
What we should be spending	What we are spending	

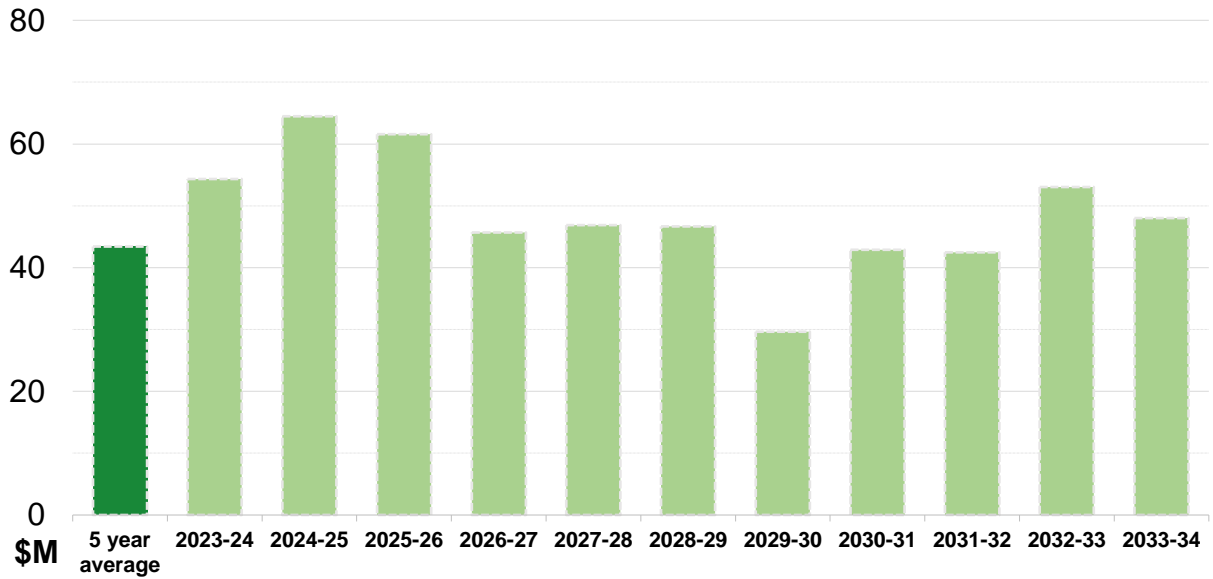
Figures shown in \$000

Long 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



The increase spending for the next 3 years term is due to George St North Pedestrianisation and Crown Street Upgrade.

The table below shows the estimate of the Average Asset Consumption Costs, the projected Operational, Maintenance, Renewal and Replacement Cost, and the Sustainability Index 10 Year projection.

Asset Consumption Costs	Projected Operational, Maintenance, Renewal and Replacement Costs	Difference	Sustainability Index
10 year projection calculated	10 year projection budgeted		10 Year period
41,364	44,320	2,955	1.08
What we should be spending	What we are plan to spend		Ratio of what we plan to spend to what we should be spending

Figures shown in \$000

Road Assets - Environmental Summary and Sustainability

Transitioning to Environmentally Sustainable Assets

The City of Sydney has an integrated strategic approach to environmental sustainability, with goals and actions set out in our Community Strategic Plan cascading into strategies and plans.

The following asset management activities are core to environmental sustainability in roads assets and support the City to achieve its goals. The biggest opportunity for our road assets is in specifying reduced embodied carbon and circular materials.

Theme	Core Asset Management Activities
Climate Action	<ul style="list-style-type: none"> reducing embodied carbon through material and design specifications transitioning away from fossil fuel plant and equipment as alternatives become available
Greening Sydney	<ul style="list-style-type: none"> increase greening in the City of Sydney through expanding street gardens and canopy tree planting ensure trees and vegetation are protected during works
Water Stewardship	<ul style="list-style-type: none"> use of permeable surfaces to allow water to soak into the landscape following rain events consideration of water use during works
Restoration of natural environments	<ul style="list-style-type: none"> specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources waste materials are collected, sorted and returned to productive re-use managing and remediating contaminated land

Materials Use

The Sydney Streets Technical Specification allows for the following materials and methods within the road network:

- Lower embodied carbon concrete in footpaths, through methods such as substituting fly ash and blast furnace slag for high embodied carbon cement.
- Crushed Recycled Glass in asphalt as a substitute for virgin sands.
- Warm mix asphalt (using lower temperature in asphalt production).
- Using recycled asphalt (RAP) when we lay a road surface.
- Using recycled aggregate in civil works.

We are trialling the use of recycled vehicle tyres into asphalt to improve asphalt life.

The table below shows per cent recycled content from our road renewal program for the reporting years of the Environment Strategy. We have not yet commenced embodied emissions reporting.

	Actuals			Forecast	
	2020/21	2021/22	2022/23	2023/24	2024/25
Per cent recycled content	20%	15%	20%	20%	20%

Operational Carbon Emissions and Energy Use

The City uses energy for the provision of street lighting and pedestrian lighting. Since July 2020 all operational electricity is 100% renewable, either through onsite Solar PV or through the City's renewable power purchase agreement (PPA) which is supported by a wind and two solar farms in NSW. There is no gas use associated with the operation of the road network.

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.

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.

The City of Sydney models the impact of planned projects on our future emissions and changes in energy use 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 during the period covered by our Environment Strategy. The LED streetlight replacement program being delivered in partnership with Ausgrid will contribute the most to this reduction. 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.

The table below shows the change in electricity use for the reporting years of the Environment Strategy.

	Actuals			Forecast	
	2020/21	2021/22	2022/23	2023/24	2024/25
Electricity consumption (MWh)	11,467	8,814	9,112	9,300	9,400

Concluding Remarks

The estimates 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.



Image: Geddes Ave Cycleway, Zetland. City of Sydney 2021

Stormwater Drainage Network Assets

Background

The City of Sydney operates an extensive stormwater drainage network. The network has been in place in some areas for more than 100 years.

When the City 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.

This is a unique situation that leads to issues surrounding ownership and responsibility for assets.

Stormwater pipe assets have an extremely long useful life and inspection is difficult. A program is in place to inspect and update the stormwater drainage inventory and condition data of City owned pipes and pits using CCTV technology. This program is heading towards completion.

The City's drainage asset base will continue to 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 of pipe assets and the ownership profile.

The City prepares a five year renewal program developed in accordance with relevant standards to include pipe assets with condition 4 or 5. Renewal works are undertaken where pipe assets are displaying deterioration due to age including cracks, displaced joints or scouring. Pipes may also suffer damage from

tree root ingress or collapse. Pipes may also be renewed at identified flooding locations to provide increased hydraulic capacity. Where possible, the City uses relining technology using structural liners that restore the structural capacity, hydraulic capacity and remaining life of the pipe. Relining pipes significantly reduces costs, environmental and community impacts in comparison to traditional excavation and pipe construction methodologies.

Provisions for the renewal program and capacity upgrade projects have been incorporated into the Long Term Financial Plan.

Local flood risks are considered in determining the renewal and replacement priorities based on risk. The 10 year drainage renewal program will be subject to amendment based on ongoing risk assessments.

The City is also committed to expanding the stormwater network and upgrading its capacity to manage flood risk. Potential projects for managing flood risk are identified at a high level and prioritised in Floodplain Risk Management Plans. Each project may require detailed assessment to determine feasibility.

The City has developed a stormwater quality study (MUSIC model) 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 has increased annual maintenance budgets to ensure sufficient maintenance funds over the life cycle of all existing assets and will make provision for new pollution devices to continue progress towards stormwater quality targets in the Environment Plan.



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)
Drainage Pipes	162 km	302.49
Drainage Pits	11,554	146.9
Open Channels	150 m	0.12
Box culverts	6.7 km	39.14
<u>Stormwater Quality Improvement Devices</u>		
Gross Pollutant Traps (GPT)	47	5.0
Vegetated drainage assets (including raingardens)	320	32.1
Total		525.8

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 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: 826 – 2018/19 707 – 2019/20 623 – 2020/21 672 – 2021/22 604 – 2022/23
Function	Stormwater system to be of suitable condition	Response time to requests for clearances of	Respond to requests for clearance of	Achieved 2021/22 (402 enquiries)

Community Asset Management Plan 2024

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
	and capacity to convey required flow	blockages causing flooding	blockage causing 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 2022/23
Environmental	Improve the quality of stormwater discharged into receiving waters	Number of trapped gully pits cleanings	950 units cleaned per annum	1,052 - 2017/18 1,044 – 2018/19 800 – 2019/20 912 – 2020/21 665 – 2021/22 531 – 2022/23
	Improve the quality of stormwater discharged into receiving waters	Annual solid pollution load as per the MUSIC model	50 per cent reduction in annual load by 2030	16 per cent reduction in gross pollutants 11 per cent reduction in total suspended solids
	Improve the quality of stormwater discharged into receiving waters	Annual nutrient load as per the MUSIC model	15 per cent reduction in annual load by 2030	7 per cent reduction in total phosphorous 4 per cent reduction in total nitrogen
	Ensure the City achieves resource recovery of construction and demolition waste generated and managed by City operations	Monitoring and reporting of targets through the SMART platform	90 per cent recovery of construction and demolition waste generated and managed by City operations by June 2025	Achieved (for stormwater waste removed from the City's Gross Pollutant Traps)

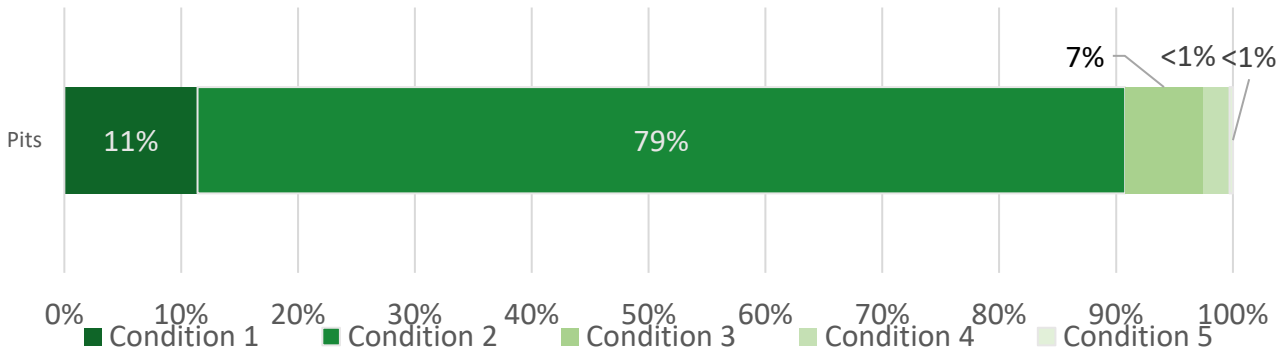
Stormwater assets are designed for average weather conditions. Stormwater assets are not designed for prolonged weather events such as extended high rainfall (flooding) and prolonged drought (trapped pits needing top up and not cleaned). The statistics over time may reflect where such conditions have been experienced.

Stormwater Assets - Lifecycle Management

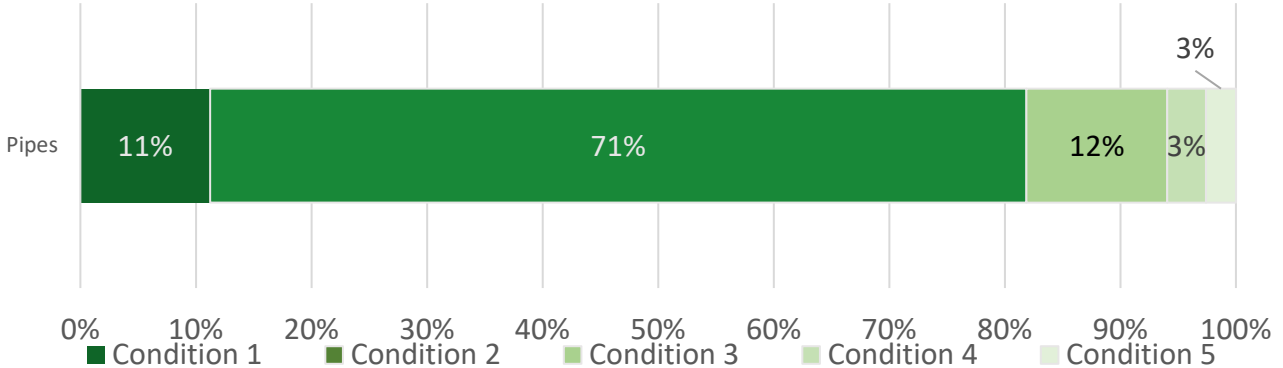
Asset Condition

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 to a final average condition being issued. Variability in the condition assessment from year to year will occur as the assessment sample size increases and the continuing analysis of CCTV footage. The City has included all pipes in the sample area in condition 4 or 5 in the priority renewal works schedule.

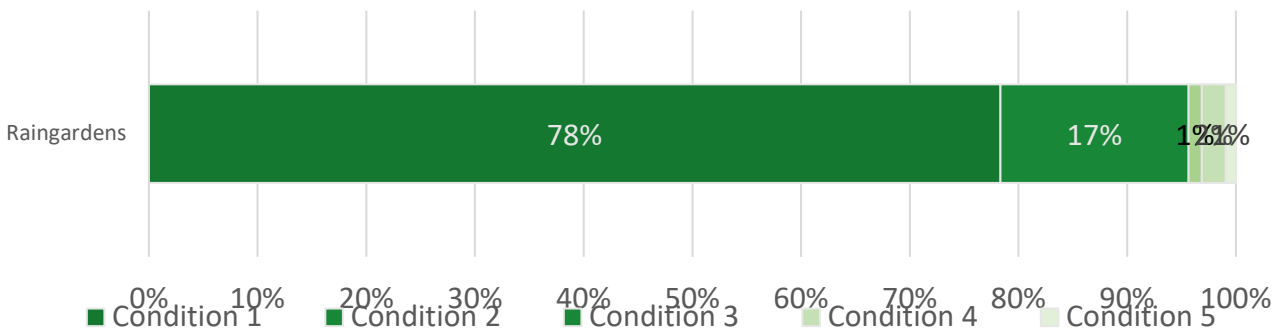
The chart below shows the distribution of condition of the stormwater pit assets.



This chart shows the distribution of conditions of the stormwater pipes assets.

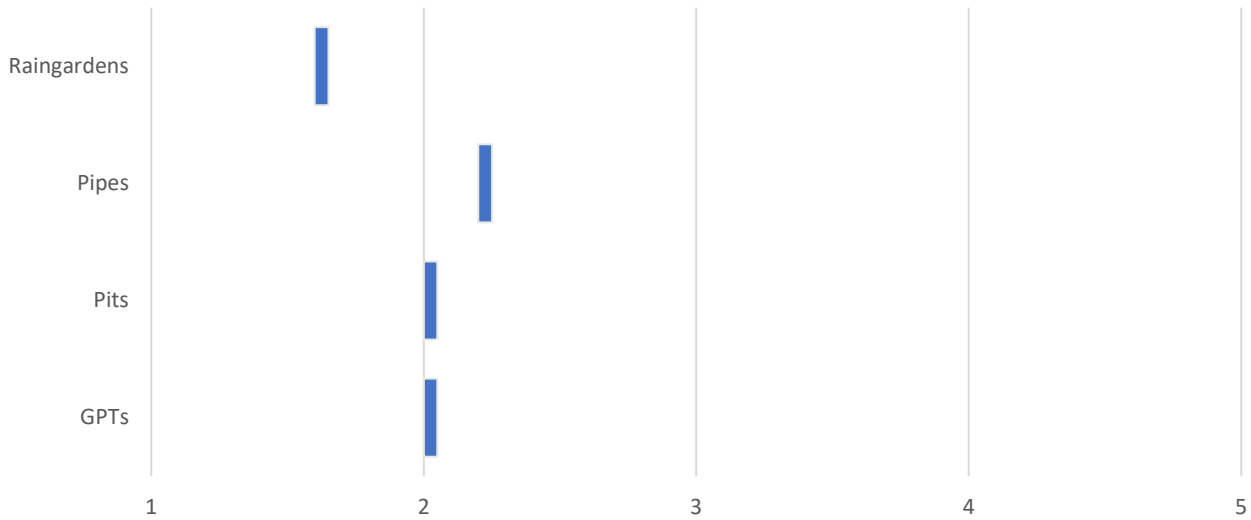


This chart shows the distribution of conditions of the raingardens assets.



Community Asset Management Plan 2024

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 cannot 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	341,770	235,267	3,146
Pits	146,955	104,684	1,405
GPTs / Raingardens	37,157	30,588	2,960
Total	525,883	370,540	7,528

Figures shown in \$000

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 actuals and the renewal, upgrade and new expenditure from the financial reports. The five year average is the basis for the long term lifecycle costs.

Year	Operating/ Maintenance	Renewal	Upgrade	Expansion
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
2021/22	1,914	2,676	1,332	1,695
2022/23	2,032	2,657	1,004	530
5 Year Average	2,355	2,254	1,025	763

Figures shown in \$000

Maintenance, Renewal and Upgrade costs

This table shows an excerpt of the Report on Infrastructure Assets as at 30 June 2023 in accordance with the OLG 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 ##	2022/23 Required Maintenance	2022/23 Actual Maintenance
Stormwater Drainage	Stormwater Drainage	5,069	5,069	2,272	2,032

Figures shown in \$000

** As per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better.

- reflects the estimated cost to restore all assets assessed to be at a condition below 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

Medium Term – Lifecycle costs based on current expenditure

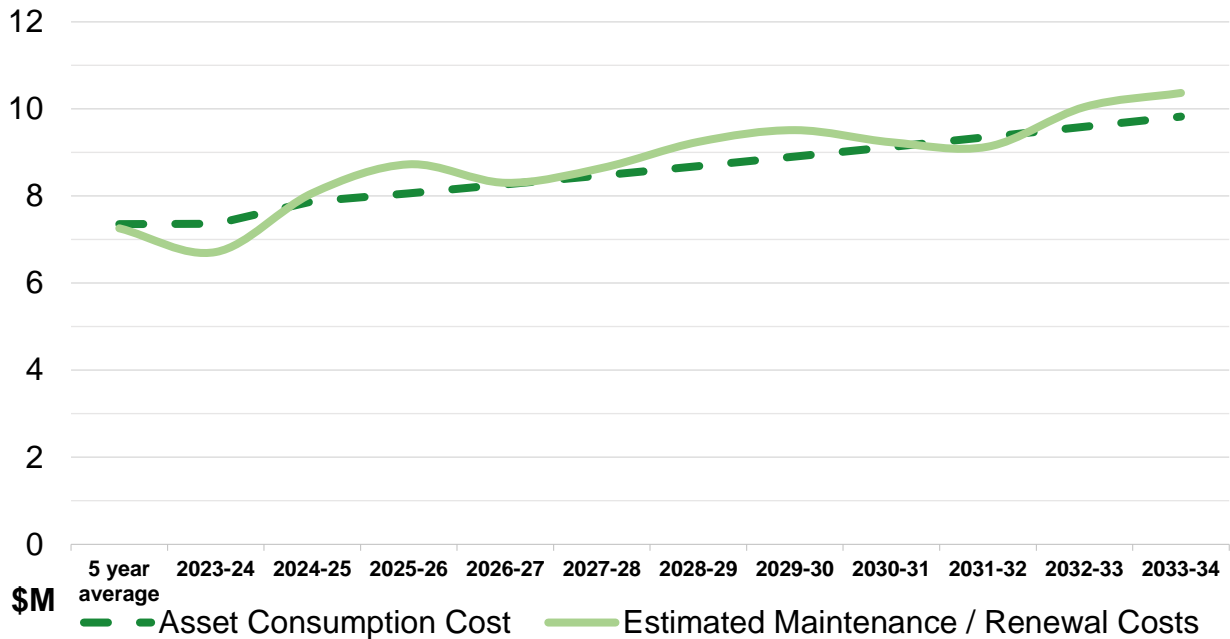
The table below shows the current sustainability index as projected using the average of the last 5 years estimated costs. This is the basis of the long term cost that the City will need to fund for the life of the assets.

Asset Consumption Cost	Operational, Maintenance, Renewal and Replacement Costs	Difference
7,354	7,258	96
What we should be spending	What we are spending	

Figures shown in \$000

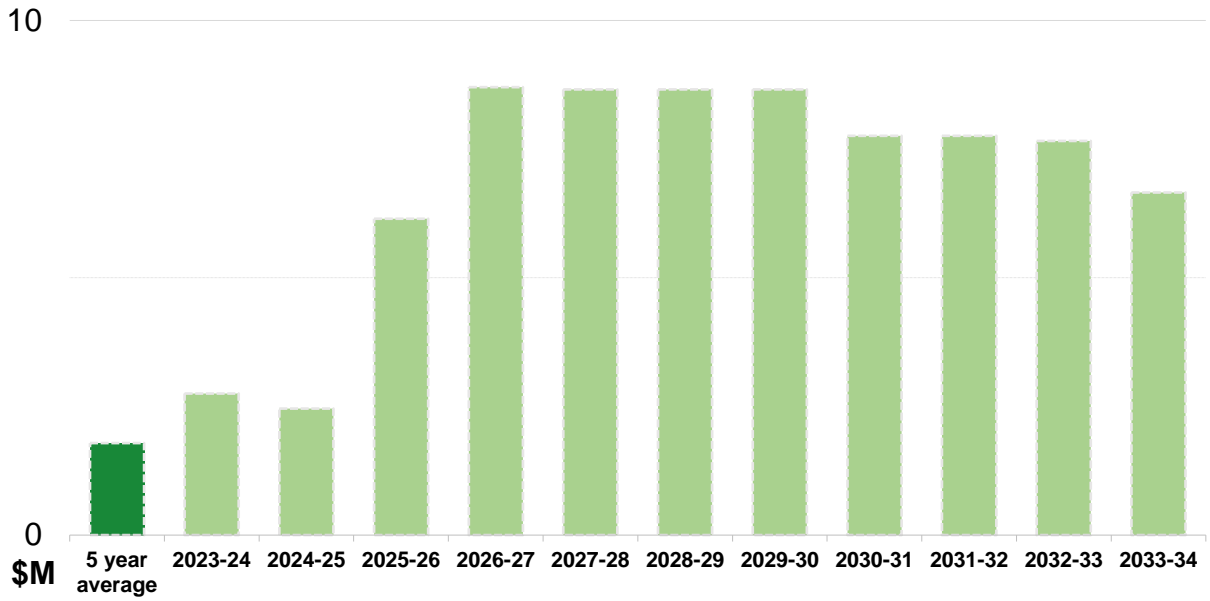
Long Term – 10 year financial planning period

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.



Community Asset Management Plan 2024

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 Projected Operational, Maintenance, Renewal and Replacement Cost, and the Sustainability Index 10 Year projection.

Asset Consumption Costs	Projected Operational, Maintenance, Renewal and Replacement Costs	Difference	Sustainability Index
10 year projection calculated	10 year projection budgeted		10 Year period
8,685	8,908	222	1.02
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 shown in \$000

Stormwater Assets - Environmental Summary and Sustainability

Transitioning to Environmentally Sustainable Assets

The City of Sydney has an integrated strategic approach to environmental sustainability, with goals and actions set out in our Community Strategic Plan cascading into strategies and plans.

The following asset management activities are core to environmental sustainability in stormwater assets and support the City to achieve its goals. The biggest opportunity for our stormwater assets is in improving water quality, specifying reduced embodied carbon and circular materials.

Theme	Core Asset Management Activities
Climate Action	<ul style="list-style-type: none"> reducing embodied carbon through material and design specifications transitioning away from fossil fuel plant and equipment as viable alternatives become available
Greening Sydney	<ul style="list-style-type: none"> contribute to greening in the City of Sydney through maintenance of rain gardens ensure trees and vegetation are protected during works
Water Stewardship	<ul style="list-style-type: none"> install and maintain infrastructure to capture and reuse stormwater install and maintain litter, sediment management and water pollution avoidance/reduction structures consideration of water use during works
Restoration of natural environments	<ul style="list-style-type: none"> specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources waste materials are collected, sorted and returned to productive re-use managing and remediating contaminated land

There is no energy use or operational carbon emissions associated with stormwater assets.

Materials Use

The Sydney Streets Technical Specification allows for the following materials and methods within the stormwater network:

- Lower embodied carbon concrete in cast in-situ components such as pits, through methods such as substituting fly ash and blast furnace slag for high embodied carbon cement.
- Crushed recycled glass in pipe embedment works as a substitute for virgin sands.
- Using recycled aggregate in civil works.

Currently there is no dedicated data on recycled content or embodied emissions for stormwater assets.

Water Quality

The City of Sydney owns 80% of the stormwater network, that drains from within the Local Government Area into Sydney Harbour or Alexandra Canal. Accordingly, we have opportunities to integrate water quality improvement assets into the network through asset management planning. Construction and maintenance of gross pollutant traps and vegetated drainage assets (including raingardens) helps with reducing litter, solids and nutrients entering these waterways.

Community Asset Management Plan 2024

The City also takes other actions to prevent pollutants entering the public drainage system including waste collection, street sweeping and the implementation of development controls to manage the quality of water released from private developments

Concluding Remarks

The charts and graphs above illustrate that the City has allocated considerable funds for both renewing and expanding its drainage infrastructure over the next 10 years. A substantial portion of these funds is designated for upgrading the network in alignment with floodplain risk plans and the Model for Urban Stormwater Improvement Conceptualisation (MUSIC) modelling.

Another significant factor is the discovery of poor and very poor pipes via CCTV inspections, which will lead to 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 suggest that the City has budgeted to renew its drainage assets at a sustainable pace. It is actively meeting both the renewal requirements and the Special Schedule – Report on Infrastructure Assets, in line with the performance measures set by the Office of Local Government.



Image: Sydney Park water reuse scheme, Sydney Park, St Peters

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 215.7 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

Since 2009, there has been an increase of 30.8ha (16%) of open space managed by the City. The recent additions include Wimbo Park, Butterscotch Park, Honeykiss Park, Getiala Sports Field, the Drying Green and Gunyama Park. While these parks and open spaces are already constructed, the ongoing maintenance will add to the City's ongoing financial 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.

As the Park network area grows, it 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 future renewal and maintenance requirements. Gunyama Park and nearby Aquatic and Recreation Centre are examples. Major refurbishments of Eddie Ward Park, Green Park, Hyde Park, Belmore Park, Alexandria Park and Waterloo Park are planned in the medium to long term and are included in the Long Term Financial Plan.

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 Footpath 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 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 based on advice 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.

Parks rated with a condition score of 4 or 5 are incorporated into the planning of the Annual Works Program and Long term Financial Plan. Certain parks are earmarked in the Long Term Financial Plan, while others receive attention through the allocation of temporary renewal funds.

Trees – Considerations

The extensive urban renewal projects across the local government area, including Green Square and the Ashmore Precinct, 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. Projects to increase tree planting in our parks and streets, particularly in road tree planting, are planned to increase in scale over the coming years to ensure the canopy cover targets are achieved.

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.t



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. These includes all parks owned by the City.

Asset Category	Description	Quantity (No of Parks/Trees)	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.	23	111.6	375.7
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.	48	29	150.3
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.	285	32.7	151.7
Streetscapes Traffic Treatments	Landscaped areas within the road reserve In particular on footpaths, nature strips, roundabouts and traffic blisters	1156	23.2	31.2
Sportsfields	Areas of landscaped turf purposed for club and professional sport games and training.	17	14.7	33.07
Total		2,194	215.7	758.55
TREES				
Park	Contained within parks and open spaces	13,970		49.9
Street	Contained in the road reserve and footpaths	35,060		101.2
Property	Contained within Council properties like Childcare, Community Centres	637		1.7

Asset Category	Description	Quantity (No of Parks/Trees)	Area (Ha)	Replacement Value (\$M)
		Total	49,667	152.9

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 is ongoing 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.

Park and Tree Assets - Levels of Service

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 was completed in 2019. We continue to review and refine on an ongoing basis.

Current - Parks Level of Service

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 customer 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	>95% of customer requests completed within timeframes	Achieved

Community Asset Management Plan 2024

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
		service requests		
Environment	Ensure the City achieves the target of reducing emissions by 2025	Monitoring and reporting of targets through the SMART platform	Reduce operational emissions by 80 per cent by 2025 from the 2006 baseline	74.5 per cent reduction against baseline
Environment	Ensure the City achieves the resource recovery of waste from City managed parks, street and public places	Monitoring and reporting of targets through the SMART platform	50 per cent resource recovery of waste from City managed properties by end June 2025	Achieved
Environment	Zero increase in potable water use annually from 2006 baseline	Monitoring and reporting of targets through the SMART platform	Zero increase in potable water use annually until 2025 from 2006 baseline	Achieved
Environment	Ensure the City achieves resource recovery of construction and demolition waste generated and managed by City operations	Monitoring and reporting of targets through the SMART platform	90 per cent recovery of construction and demolition waste generated and managed by City operations by June 2025	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, Tree Species List, and Park Tree Management Plans guide species selection and planting criteria.	Increase in canopy cover, health and overall longevity of tree population	Achieved/Ongoing measure

Community Asset Management Plan 2024

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
Safety	To provide a safe and hazard free environment	Trees inspected annually. 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.	Achieved
			Respond to customer request within 48 hours, complete works required within 14 days	Achieved

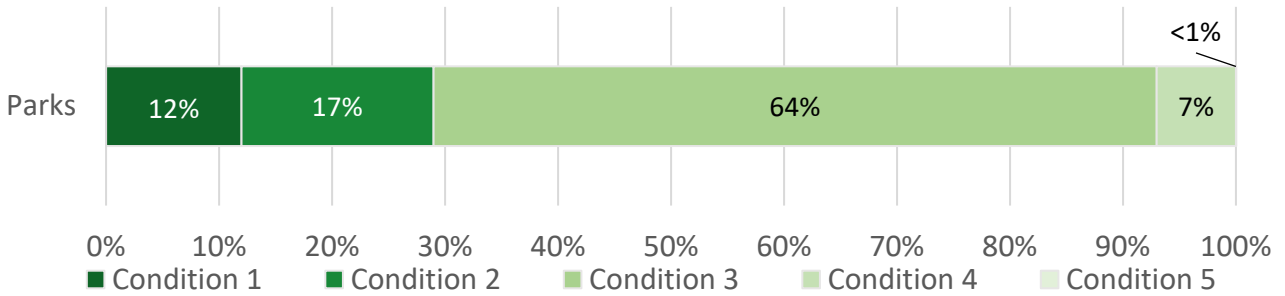


Image: Hyde Park, Sydney. Chris Southwood/City of Sydney 2021

Park and Tree Assets - Lifecycle Management

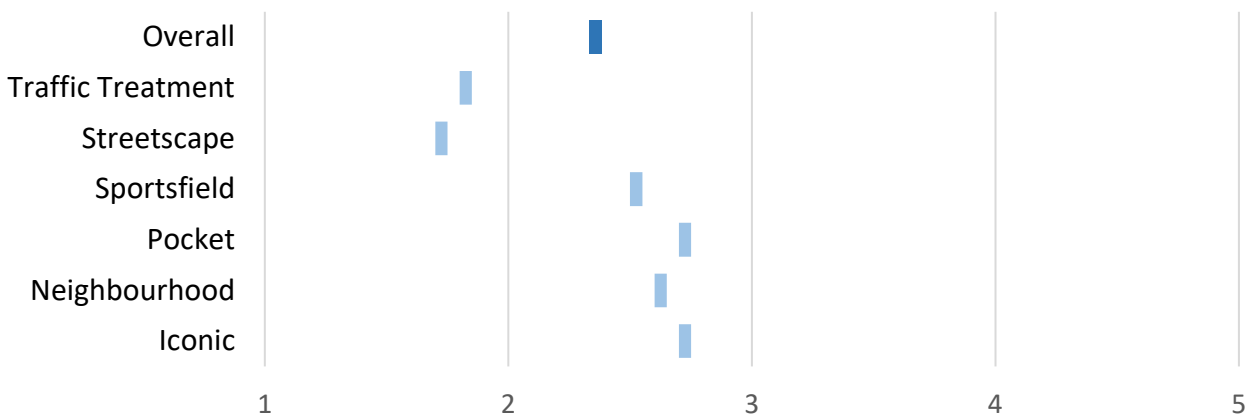
Asset Condition - Parks

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.



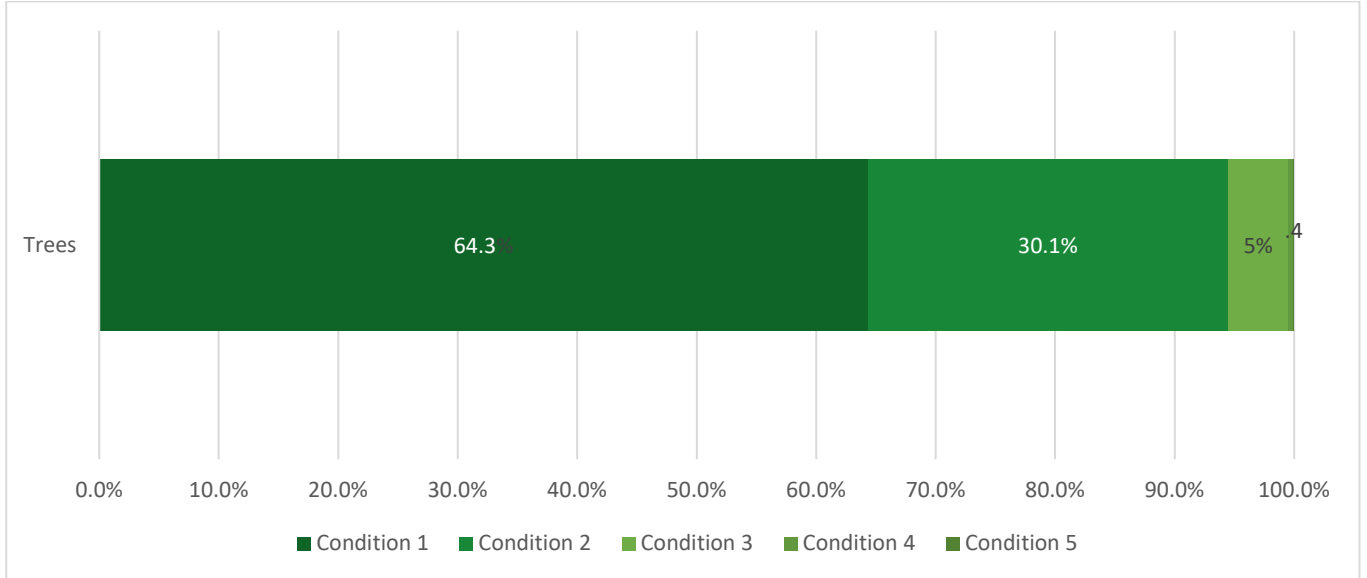
Assets in condition as a percentage of gross replacement cost

The chart below displays the average condition of each of the parks types based on area (sqm).

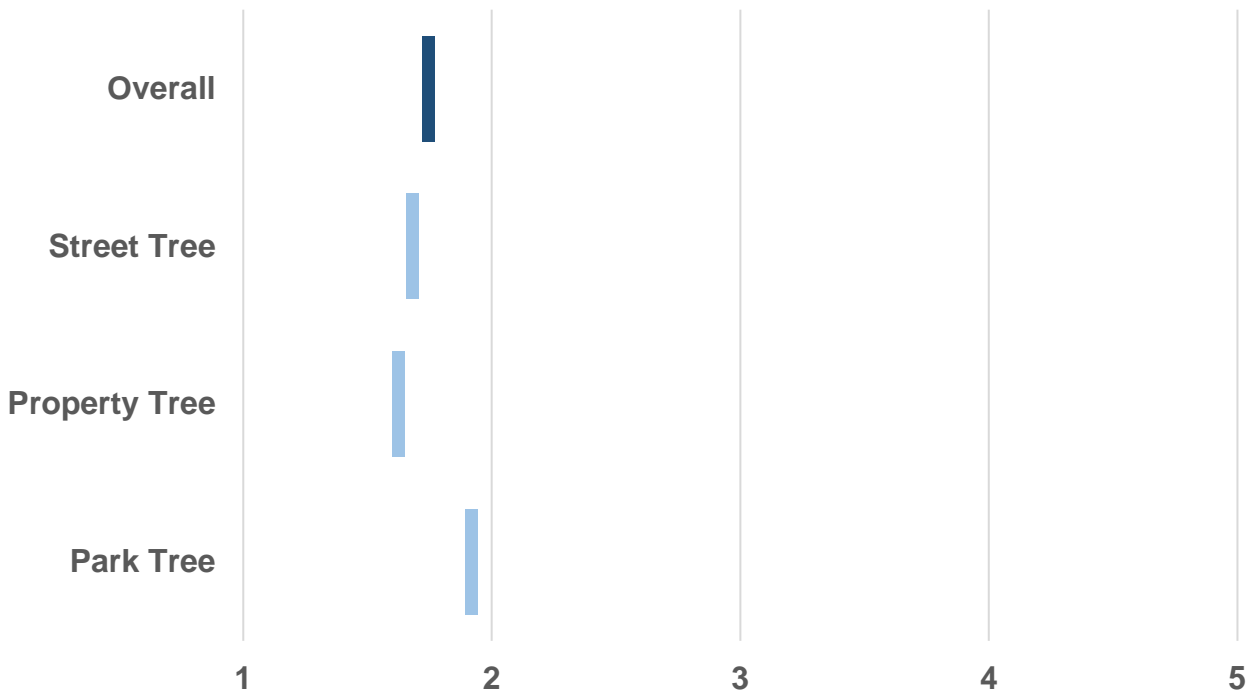


Asset Condition - Trees

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.



Community Asset Management Plan 2024

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	758,559	302,125	24,675
Park Trees	49,904	49,904	950
Street Trees	101,237	100,237	128
Total	909,702	452,496	24,803

Figures shown in \$000

* 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
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
2021/22	19,647	7,762	4,101	9,588
2022/23	21,278	10,509	4,688	6,746
5 year Average	18,627	9,381	2,934	11,208

Figures shown in \$000



Image: City Farm, Sydney Park, St Peters

Tree Management

Year	Operating/ Maintenance	Renewal	Upgrade/Expansion
2018/19	8,301	2,084	1,547
2019/20	8,757	1,416	1,212
2020/21	8,987	617	800
2021/22	9,190	1,456	758
2022/23		1,661	666
5 year average	8,665	1,447	997

Figures shown in \$000

The costing of some tree maintenance activities is combined with general park maintenance activities somewhat compromising 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 2023 in accordance with the OLG 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 ##	2022/23 Required Maintenance	2022/23 Actual Maintenance
Open space & Recreational assets	Open Space	14,444	25,260	17,719	21,278

** 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

Medium Term – Lifecycle costs based on current expenditure

The table below shows the current sustainability index 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	41,878	40,204	1,673
Trees	10,457	11,741	1,283

What we should be spending What we are spending

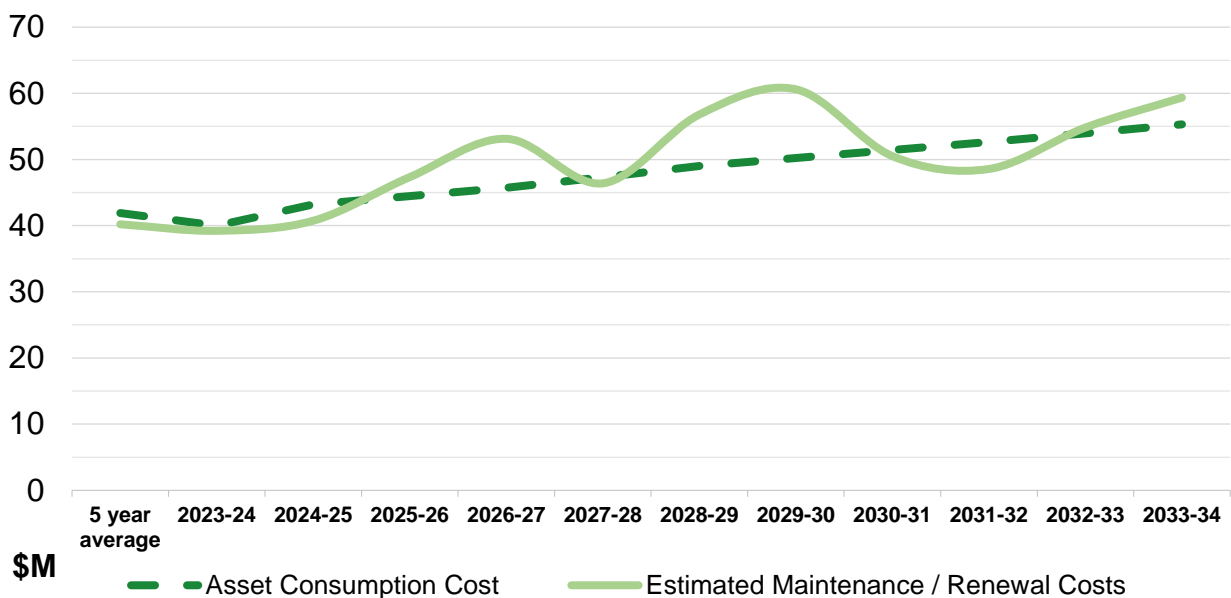
Figures shown in \$000

The decrease in average spending, particularly in Parks and Open Spaces, can be attributed to the extended La Niña weather cycle, resulting in delays for renewal and upgrade projects due to persistent heavy rainfall. Additionally, global supply chain disruptions and prolonged community consultations have played a role. However, the Long Term Financial Plan includes substantial budget allocations for the renewal, upgrade, and expansion of Parks and Open Spaces, which will help address these discrepancies over the medium term.

Long Term – 10 year financial planning period

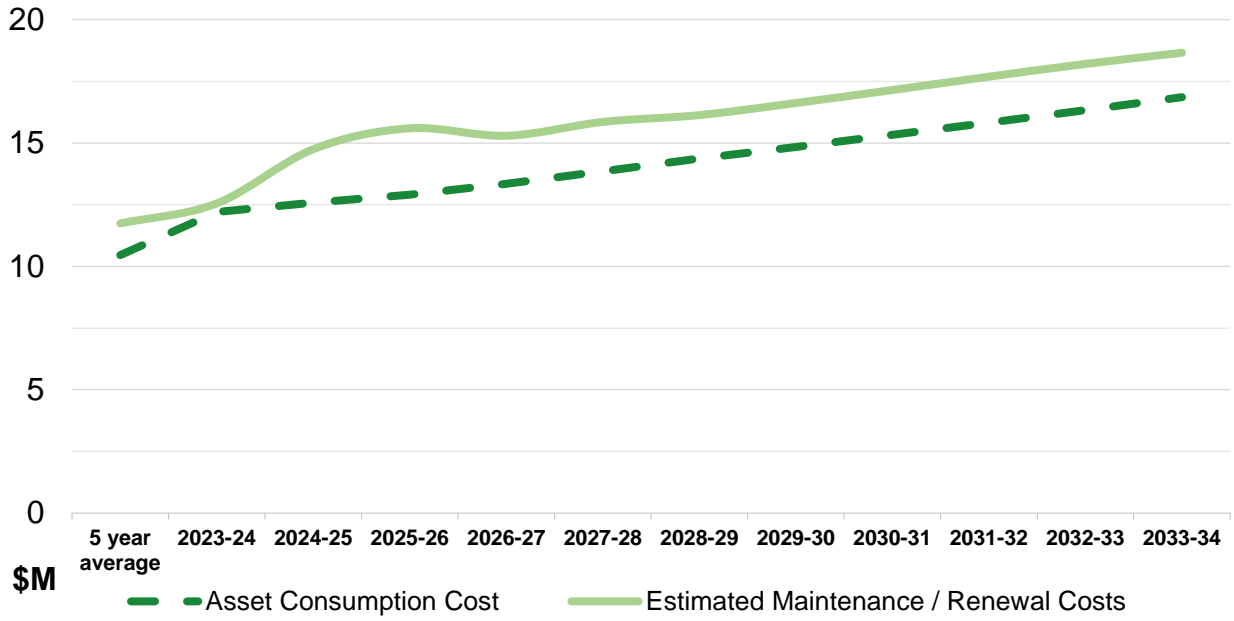
These charts show the relationship between the Asset Consumption Costs and the funded Long Term Financial Plan for estimated Operational, Maintenance and Renewal and Replacement costs.

Parks



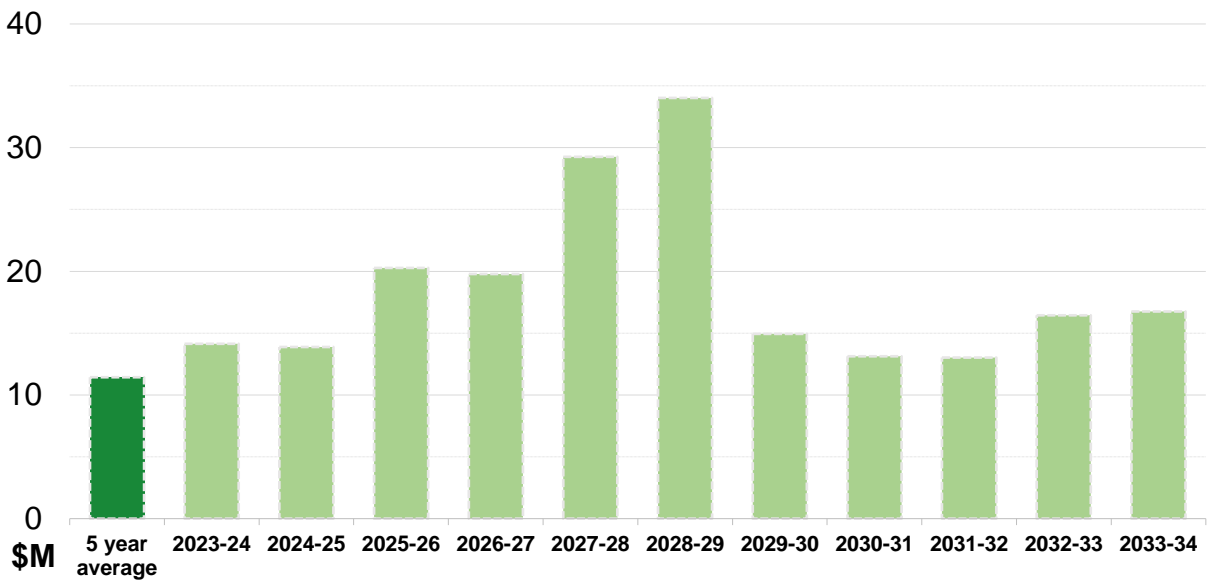
Community Asset Management Plan 2024

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	48,480	50,680	2,199	1.04
Trees	14,404	16,226	1,822	1.13
	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 shown in \$000

Park and Tree Assets - Environmental Summary and Sustainability

Transitioning to Environmentally Sustainable Assets

The City of Sydney has an integrated strategic approach to environmental sustainability, with goals and actions set out in our Community Strategic Plan cascading into strategies and plans.

The following asset management activities are core to environmental sustainability in parks assets and support the City to achieve its goals. The biggest opportunity for our parks is in water use, urban greening, regeneration and biodiversity.

Theme	Core Asset Management Activities
Climate Action	<ul style="list-style-type: none"> reducing urban heat impacts: providing shade and passive cooling, specifying surfaces that reflect light transitioning away from fossil fuel plant and equipment as viable alternatives become available reducing embodied carbon through material and design specifications
Greening Sydney	<ul style="list-style-type: none"> plant choices consider changing climate conditions increase greening through park and streetscape design and operation ensure trees and vegetation are protected during works
Water Stewardship	<ul style="list-style-type: none"> install, use, and maintain water capture and reuse infrastructure consideration of efficient water use for parks operations install low water use plants, use mulch and undertake soil improvements to hold soil moisture to reduce irrigation requirements optimise water consumption via use of smart water meters and irrigation systems, with weather and soil condition monitoring where available use of permeable surfaces to allow water to soak into the landscape following rain events
Restoration of natural environments	<ul style="list-style-type: none"> identify opportunities for native vegetation regeneration and native wildlife habitat waste materials are collected, sorted and returned to productive re-use managing and remediating contaminated land ensuring any risk of pollution entering air, soil or water from city parks is properly managed

Water Use

Parks assets use water to maintain the health of vegetation. Parks operations activities to deliver levels of service can affect water use and nutrient load in local waterways.

The City of Sydney maintains 20 park-scale water harvesting systems to reduce reliance on potable water, and as a drought risk mitigation strategy.

Operational planning, smart irrigation systems and smart meters are used by the parks service to monitor, control, and optimise parks water use, by responding to weather conditions, detecting leaks for rectification, and identifying water efficiency opportunities.

A water use forecast has not been developed, as usage is a function of park utilization, rainfall and leaks.

	Actuals		
	2020/21	2021/22	2022/23
Parks assets water use (ML)	120	99	114

Greening and Biodiversity

Parks, open space and tree assets provide critical green infrastructure and habitat in Australia’s most dense urban environment. Forecast climate conditions will affect these assets. Decisions made now will help to reduce the risk for future asset loss, especially for long lived assets such as trees. The City of Sydney’s Urban Forest Strategy, supported by the Tree Species List and Street Tree Master Plan addresses this risk through research informed guidance including the identification of species that will thrive under the changing climate conditions.

The City’s tree management contract ensures qualified arborists maintain the health of our 50,000 street and park trees. This comprehensive program focuses on increasing canopy cover, including procedures to assist new trees to quickly establish and provide much needed canopy cover.

The City maintains 15 hectares of bush restoration land. These areas provide habitat for various plants and animals, securing biodiversity. Qualified bush regenerators work in partnership with City staff to establish new areas, create habitat, improve plant growth and suppress weeds. Data from citizen science programs that identify local species are used to tailor projects to protect and enhance habitats.

Operational Carbon Emissions and Energy Use

The City of Sydney’s parks and open space assets use energy for parks amenities buildings and park lighting. Since July 2020 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 and open space. Therefore, there are zero emissions associated with this asset class. This is expected to be maintained over the period covered by the City’s Environmental Strategy 2021-2025.

Emissions associated with fleet and contractor fuel use, and waste generation are included in the City’s carbon reporting, we cannot reliably attribute these emissions to activities in parks.

The City of Sydney models 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 period covered by the Environmental Strategy. There is a slight increase expected towards the end of the reporting period due to increased open space across the local area, including Perry Park sportsfield and the new Crescent Synthetic Sports Field.

	Actuals			Forecast	
	2020/21	2021/22	2022/23	2023/24	2024/25
Electricity consumption (MWh)	1,798	1,798	1,814	1,800	1,900

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.

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's urban landscape is heavily reliant on its architectural assets to deliver services to its residents, corporate entities, and commercial lessees. The city's portfolio of assets encompasses a wide variety of property types, including indoor and outdoor aquatic facilities, libraries, operational depots, public restrooms, commercial real estate, and community spaces, with the renowned Sydney Town Hall being a notable example.

These structures are subject to considerable wear and tear. Regular inspections, continuous risk evaluations, compliance procedures, and condition assessments are conducted to aid city officials in making informed decisions regarding reactive and planned maintenance needs, capital expenditure forecasts, and long-term property strategy alternatives.

The city's portfolio is currently bifurcated into two distinct categories: community and commercial. The necessary expenditure on the city's building renewal program will fluctuate annually and will be influenced by: 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 led to a significant population surge 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 composed of numerous building components, often in varying states of condition. The city has established condition targets for buildings that reflect property strategy requirements. In some instances, a building may 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 may be 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, renewal estimates, and the preparation of the annual maintenance and renewal projects and related budgets. We continually revise unit rates in accordance with industry benchmark rates and actual project cost to ensure our modelling is as accurate as possible.

Community Asset Management Plan 2024

The City currently has external property services providers for facilities management, and property management. The facilities management 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 within 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, Town Halls, indoor and outdoor aquatic centres, recreational facilities etc	204
Commercial Portfolio	Buildings owned or utilised by the City for commercial or business purposes	73
Total		277

The total number of buildings includes buildings owned and managed by the City, buildings managed by third parties e.g. Queen Victoria Building, Capitol Theatre, Capitol Square (Watkins Terrace), Manning Building or leased by the City e.g. Cook and Phillip Park. Source-properties.

Property Assets - Levels of Service

The table below shows key target and current levels of service. The service levels are reviewed and updated in 2024.

Current Level of service

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 acceptable condition	Register of annual property inspections	Target Condition Index set building by building	Current average condition 2.4

Community Asset Management Plan 2024

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
Environment	Ensure the City achieves the target of reducing emissions	Monitoring and reporting of targets through the SMART platform	Achieve reducing operational emissions by 80 per cent by 2025 from the 2006 baseline	74.5 per cent reduction against baseline
Environment	Ensure the City achieves the potable water use target	Monitoring and reporting of targets through the SMART platform	Zero increase in potable water use by end June 2025 from 2006 baseline.	Achieved
Environment	Ensure the City achieves resource recovery targets for operational waste and recycling	Monitoring and reporting of targets through the SMART platform	90 per cent diversion from landfill, with 50 per cent source separated recycling, from City-managed properties by end June 2025	Achieved
Environment	Ensure the City achieves the resource recovery targets for construction and demolition waste generated and managed by City operations	Monitoring and reporting of targets through the SMART platform	90 per cent recovery of construction and demolition waste generated and managed by City operations by June 2025	Achieved

Property Assets - Lifecycle Management

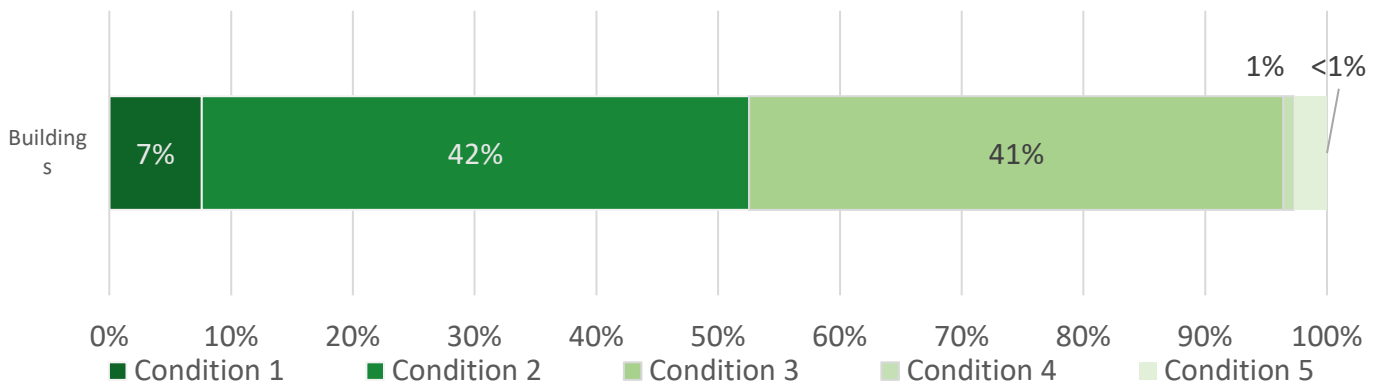
Asset Condition

The City has commenced the condition assessment of its properties. Due to the complexity of collecting structure, services, roof and facade conditions.. 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.

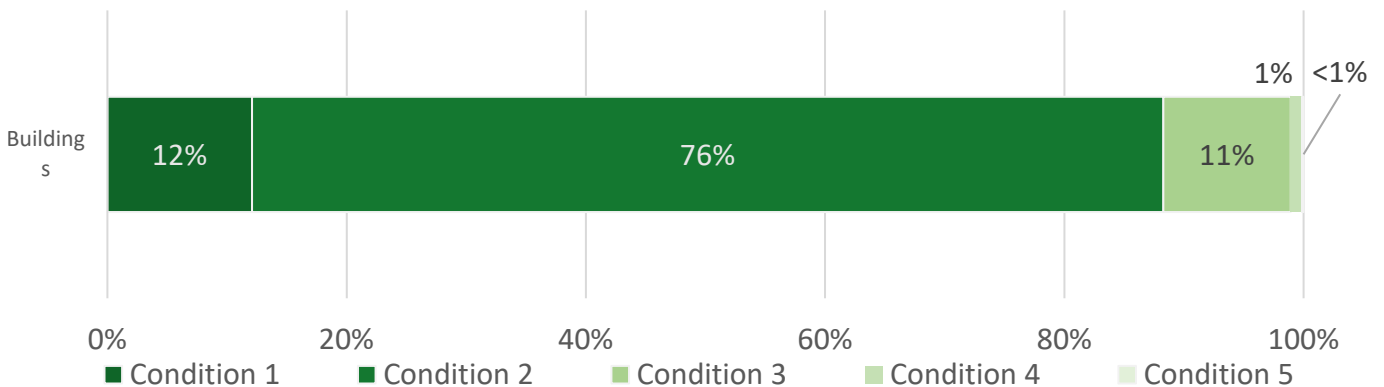
Sydney Town Hall has an insurance replacement value of \$685 million and its current condition is assessed as condition 2 (i.e. Good).

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 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.



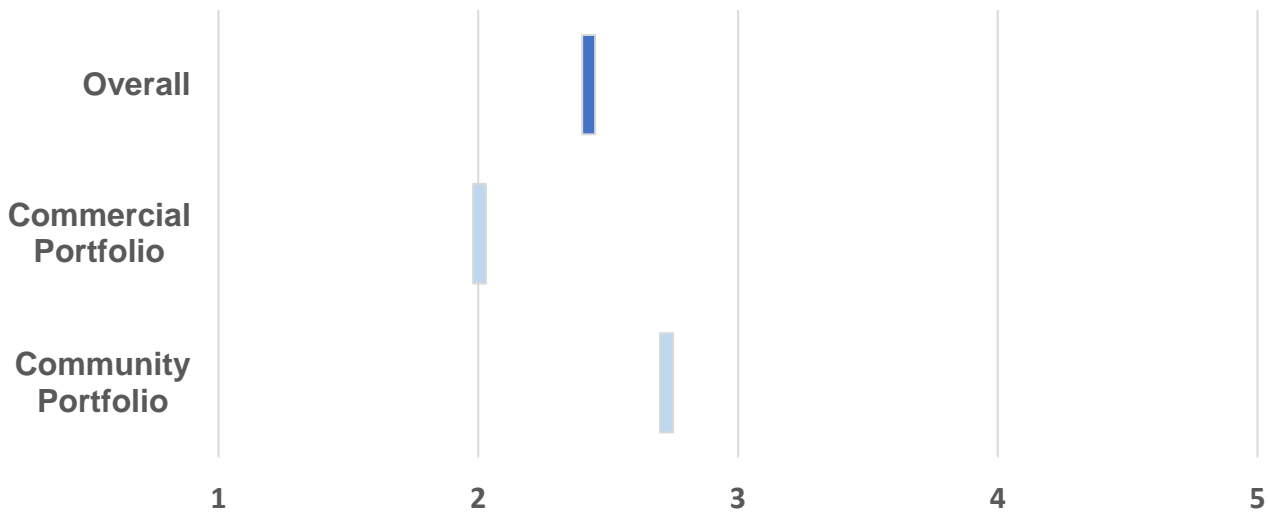


Condition 1 – Very Good.



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 2022. This demonstrates the overall average condition of the buildings is 2.4 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	2,083.9	1,708.8	2,360	28.4

Community Asset Management Plan 2024

Asset Type	Current Replacement Cost	Written Down Value	Current Insurance Replacement Cost	Average Annual Asset Consumption *
Sydney Town Hall	620.2	423.9	685,2	4.4
Total	2,704	2,132	3,048	38.2

All figures are \$M

Other valuation methods are used within this category of assets.

Financial accounting valuation – this is based on a mix of market value (where available) and replacement (where market not available). The gross replacement value are disclosed in Special Schedule 7. 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
2018/19	30,163	9,291	43,707
2019/20	39,501	8,398	43,983
2020/21	36,196	14,955	26,897
2021/22	39,964	17,301	11,559
2022/23	46,743	24,182	8,644/5,133
5 Year Average	38,513	14,828	31,538

Figures shown in \$000

Maintenance, Renewal and Upgrade costs

This table shows the Report on Infrastructure Assets as at 30 June 2023 in accordance with the OLG 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 ##	2022/23 Required Maintenance	2022/23 Actual Maintenance
Buildings	Non Specialised	26,136	45,814	47,172	43,924
	Specialised	6,219	7,066	2,254	2,819

** 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

Medium Term – Lifecycle costs based on current expenditure

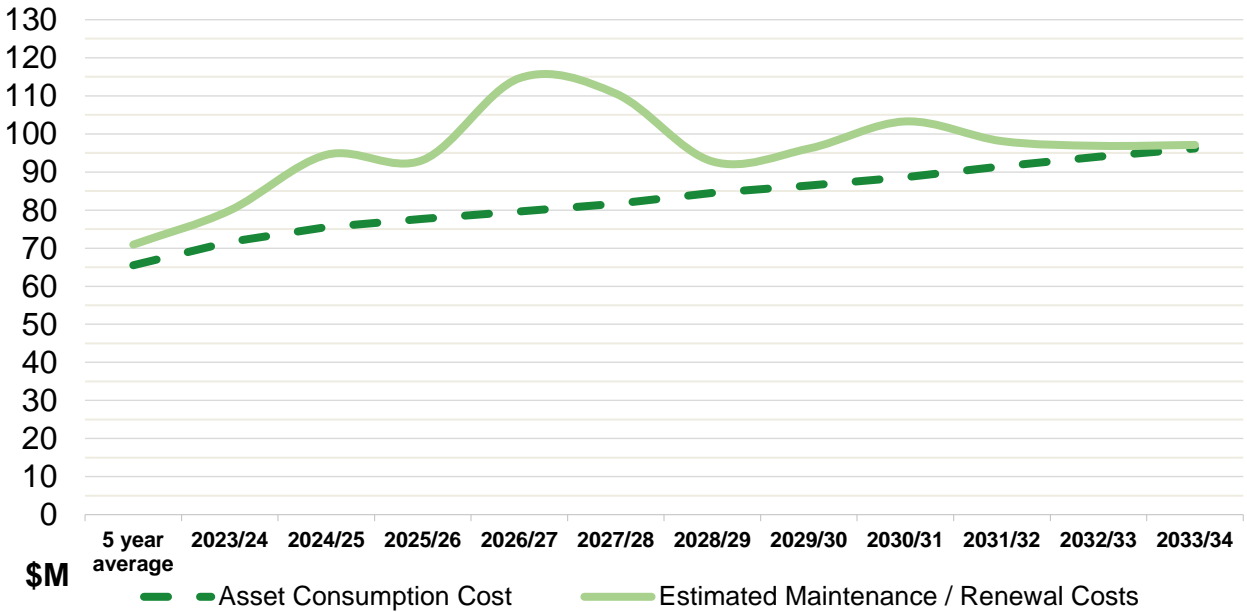
The table below shows the current sustainability index as projected using the average of the last 5 years estimated costs. This is the basis of the long term cost that the City will need to fund for the life of the assets.

Asset Consumption Cost	Operational, Maintenance, Renewal and Replacement Costs	Difference
65,513	70,925	-5,412
What we should be spending	What we are spending	

Figures shown in \$000

Long 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.



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
84,317	97,919	13,674	1.17
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 shown in \$000

The chart below shows the proposed Upgrade and Expansion Expenditure as shown in the current Long Term Financial Plan

Community Asset Management Plan 2024

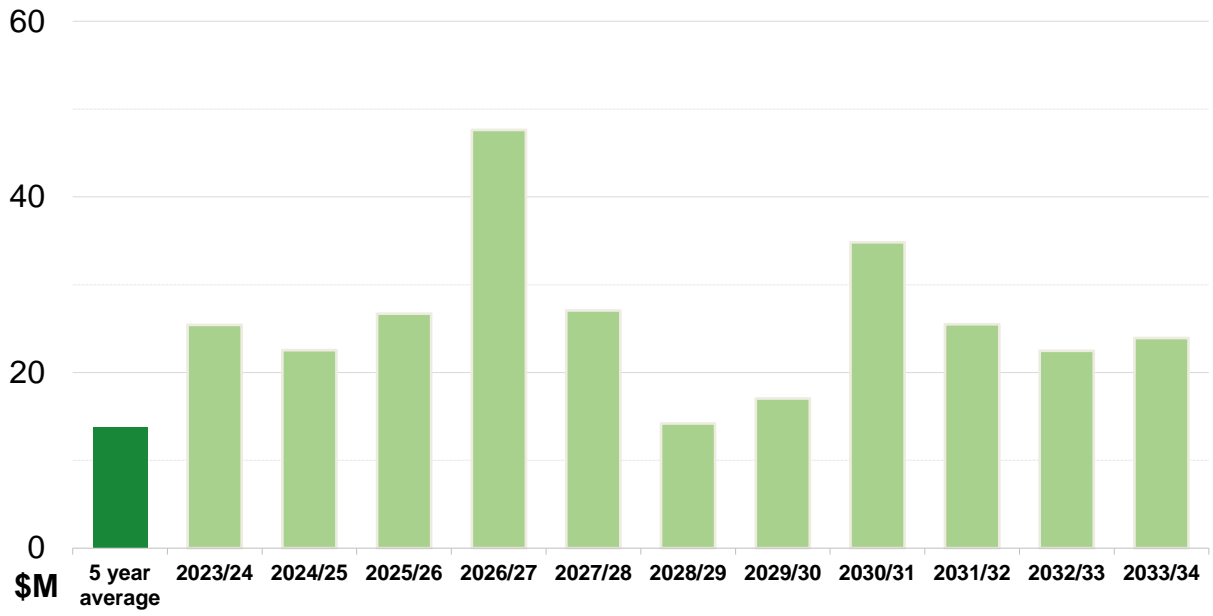


Image: Green Square Night Markets, City Of Sydney

Property Assets - Environmental Summary and Sustainability

Transitioning to Environmentally Sustainable Assets

The City of Sydney has an integrated strategic approach to environmental sustainability, with goals and actions set out in our Community Strategic Plan cascading into strategies and plans.

The following asset management activities are core to environmental sustainability in Property assets and support the City to achieve its goals. The biggest opportunity for our properties is in energy use and electrification, water use and resource recovery.

Theme	Core Asset Management Activities
Climate Action	<ul style="list-style-type: none"> ensuring appliances, plant and equipment are as energy efficient as possible. Use building management systems, passive heating and cooling to reduce energy consumption electrify equipment that currently uses gas, transitioning away from other fossil fuel using plant and equipment as viable alternatives become available install renewable energy generation equipment reducing embodied carbon through material and design specifications
Greening Sydney	<ul style="list-style-type: none"> increase greening through landscaping design ensure trees and vegetation are protected during works
Water Stewardship	<ul style="list-style-type: none"> install, use, and maintain water capture and reuse infrastructure install water meters to monitor use and identify leaks ensuring appliances, plant and equipment are as water efficient as possible consideration of water use during construction works
Restoration of natural environments	<ul style="list-style-type: none"> waste materials are collected, sorted and returned to productive re-use. specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources managing and remediating contaminated land ensuring any risk of pollution entering air, soil or water from city properties and activities is properly managed

Operational Carbon Emissions and Energy Use

Operational energy use in the City of Sydney's property portfolio includes electricity use in all buildings, gas to heat pools and run our cogeneration and trigeneration plants. Since July 2020 all operational electricity is 100% renewable, either through onsite Solar PV or through the City's renewable power purchase agreement (PPA) which is supported by a wind and two solar farms in NSW. Therefore, there are zero emissions associated with electricity from this asset class. The use of gas in properties, and refrigerants in air-conditioning systems contributes to the City's operational emissions

The City of Sydney models the impact of planned projects and property portfolio changes on our future emissions and changes in energy use 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 period covered by our Environment Strategy, despite an increase in the total number of properties owned by the City of Sydney. None of the additional properties will use gas, and all additional electricity use will be emissions free due to our 100% renewable electricity contract.

The forecast predicts that electricity consumption will increase as a result of electrification projects, such as converting equipment that heat aquatic centres. Electrification projects will reduce gas consumption and have a beneficial effect on our carbon 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.

The table below shows the change in electricity and gas use and change in carbon emissions for the reporting years of the Environment Strategy.

	Actuals			Forecast	
	2020/21	2021/22	2022/23	2023/24	2024/25
Electricity consumption (MWh)	15,667	15,946	18,662	19,500	20,200
Gas consumption (GJ)	87,464	79,422	88,601	45,300	33,700
Total carbon emissions tCO ₂ -e	6486	6112	6286	4100	3300

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.

Water Use

Property assets water use includes the water for our aquatic centres, and water use by occupants of the buildings. Smart meters are used by the City to detect leaks for rectification and to identify water efficiency opportunities.

A water use forecast has not been developed, as use is a function of building occupancy and leaks.

	Actuals		
	2020/21	2021/22	2022/23
Property assets water use (ML)	215	193	293

Resource Recovery

Property assets provide source separation options for building occupants as a core tactic to reduce waste to landfill and increase recycling rates. Town Hall House, Eveleigh Early Learning and Preschool and Ultimo Community Centre have on-site organic waste processing equipment. The output from this equipment is used in City parks.

Data from the property asset’s waste collection contractor aligns with good practice reporting, through the Better Building Partnership’s guidelines for operational waste. This enables the City of Sydney to identify opportunities to improve resource recovery.

The management of construction and demolition waste in line with the City’s resource recovery targets is included in all construction contracts.

Actuals

Community Asset Management Plan 2024

	2020/21	2021/22	2022/23
Operational waste diverted from landfill	92%	93%	90%
Source separated operational waste	52%	54%	51%
Construction and demolition recycling rate – building construction	93%	88%	94%

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. .

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 and building management plans.

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.



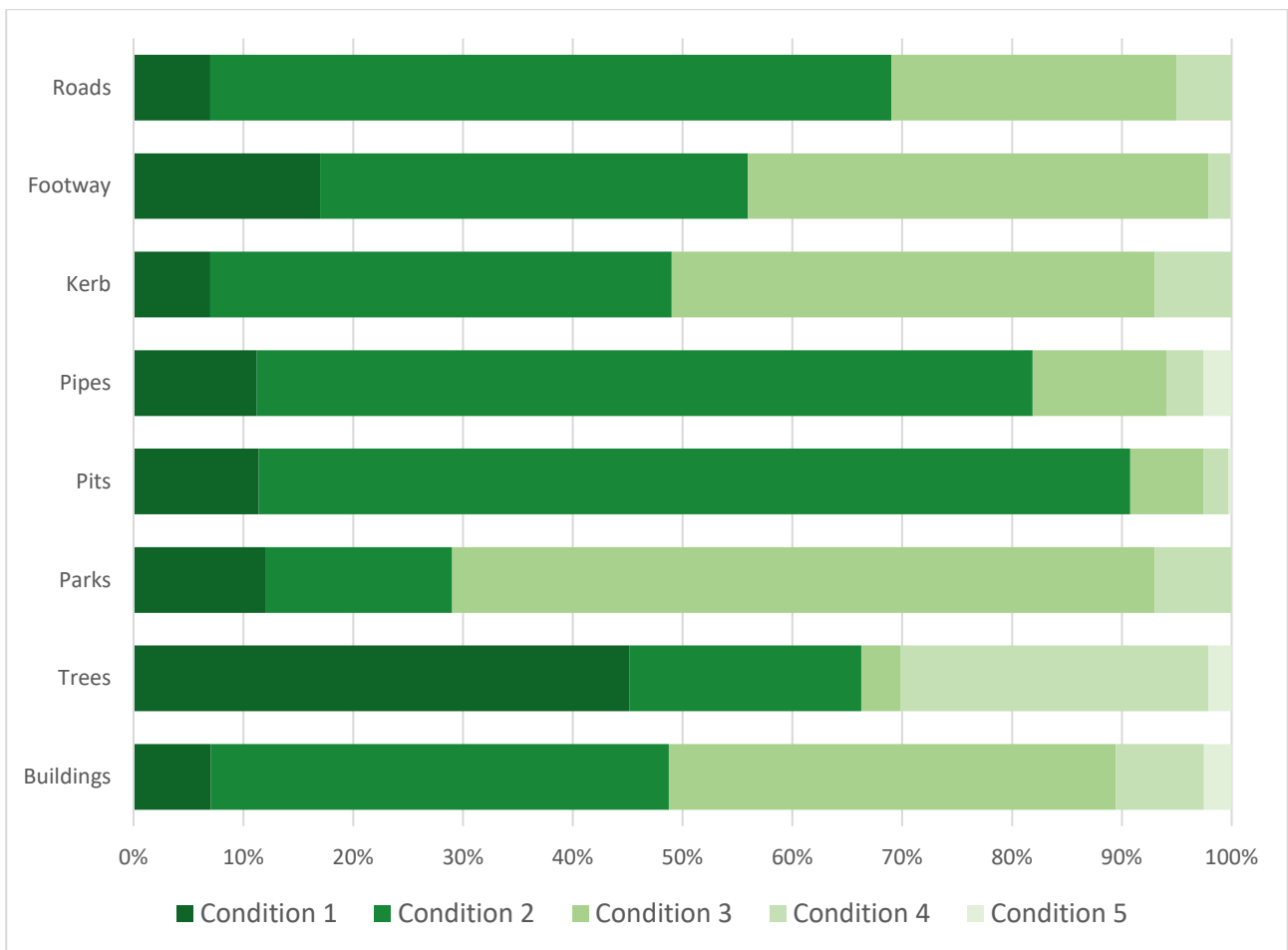
Image: Customs House, Circular Quay

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.

Community Asset Management Plan 2024

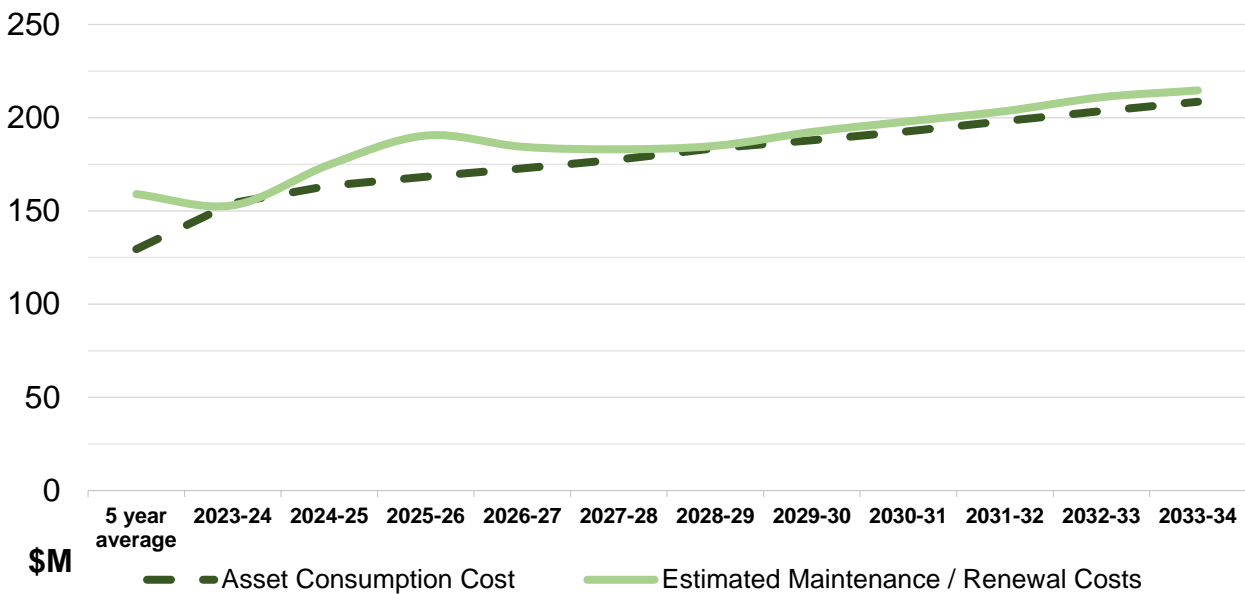
The Table below shows the Average Asset Consumption Costs and the Average Estimated Replacement Costs and the Sustainability Index ten year projection for the four critical asset classes contained in this plan.

Asset Category	Asset Consumption Costs	Estimated Operational, Maintenance, Renewal and Replacement Costs	Difference	Financial Sustainability Ratio
	What we should be spending	What we are going to spend		
Roads	41,364	44,320	2,955	1.08
Stormwater Drainage	8,685	8,908	222	1.02
Parks and Open Space	48,480	50,680	2,199	1.04
Trees	14,404	16,226	1,822	1.13
Property	84,317	97,919	13,674	1.17
TOTAL	193,988	218,053	24071	1.1

Figures shown in \$000/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 years into 2022/23 in relation to the estimate of how much should be spent. As City has delivered multiple upgrade and expansion works during that period the delivery resources will be focusing on renewal-based capital works. Other mitigating factors including the extended LaNina cycle and supply chain shortages has reduced all capital works delivery in the previous few years.

Upgrade and Expansion

The chart below shows the upgrade/expansion proposed for the combined Critical Asset Categories assets in the Long Term Financial Plan.

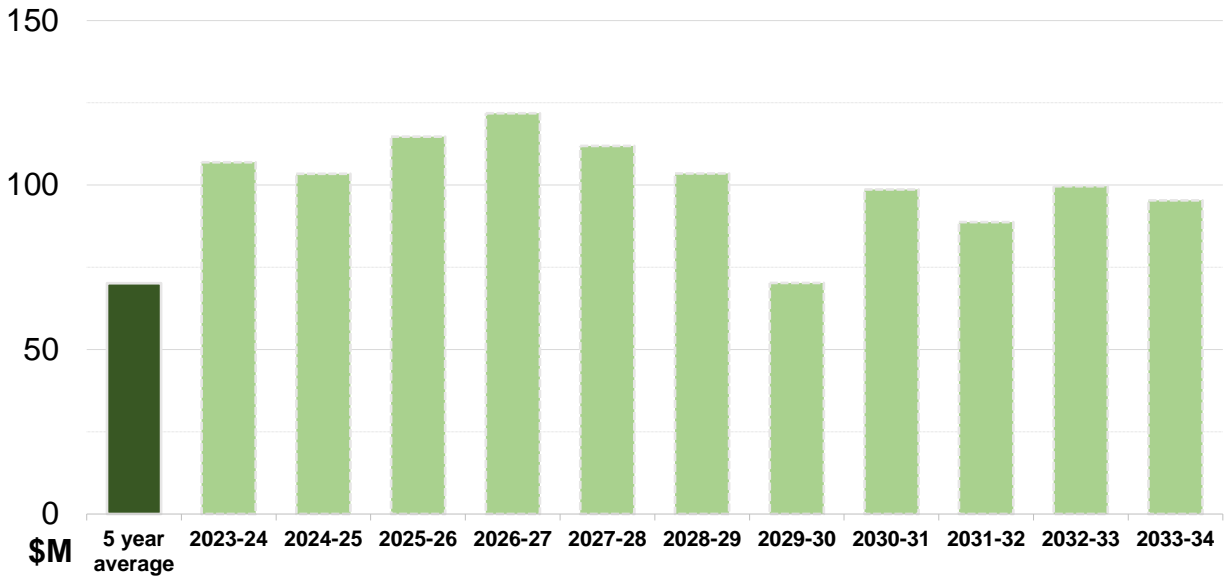


Image: *While I live I will Grow*, Joynton Avenue, Zetland

Appendix 1: 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 assets.

This is achieved by ensuring that the systems and processes are in place to enable the City 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.

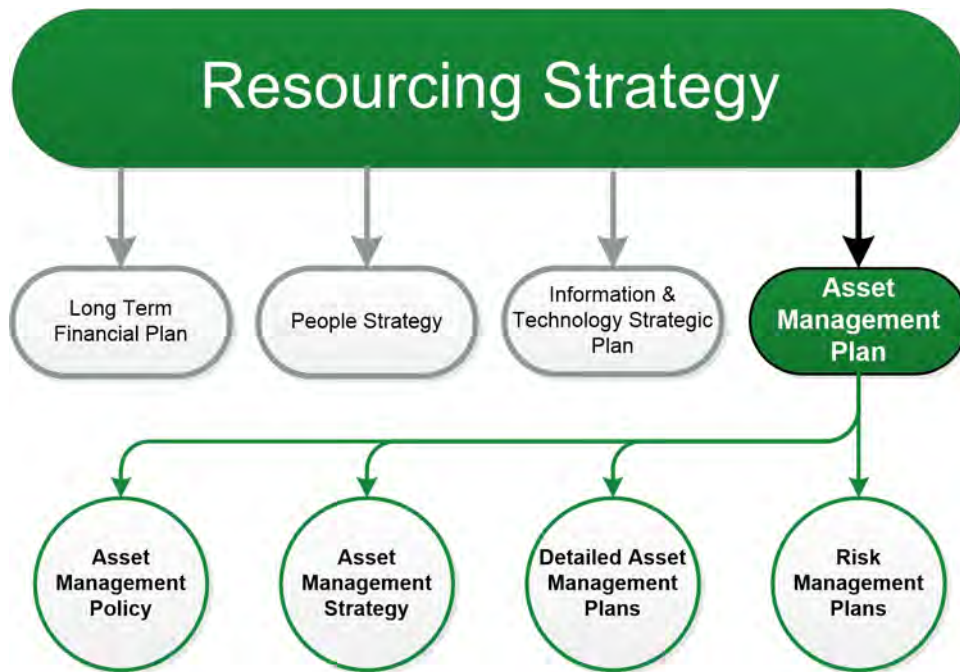


Figure 1 – City of Sydney Asset Management Framework

The City first adopted an Asset Management Policy in 2006 which has been reviewed and updated regularly since that time.

The policy supports the Community Strategic Plan – Delivering Sustainable Sydney 2030-2050, which outlines 10 strategic directions that provides a framework for actions in achieving the overarching vision.

Scope

This policy applies to all the City’s tangible assets which supports the provision of the City’s services including roads, footpaths, stormwater drainage, buildings and facilities, parks and open spaces, sport and recreation, information and technology assets, plant, property and environmental protection assets.

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

Term	Meaning
	strategy includes long-term financial planning, workforce management planning and asset management planning
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 guidelines for 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	<p>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:</p> <ul style="list-style-type: none"> • 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 services and 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:

- Modelling of future requirements for all assets, incorporating expansion, upgrade, renewal, disposal, maintenance, and operations costs, extending at least 10 years into the future.
- Target service levels by asset class to facilitate appropriate funding allocations through the Long Term Financial Plan.

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.
- Assess the cost and benefit of assets 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 through supported digital platforms demonstrated by:

- Provision and improvements of data templates and framework for efficient data input and governance.
- Distribution of open sourced data 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.
- 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.
- Adherence to the adopted Asset Responsibility Matrix.

Responsibilities

The City of Sydney Council will:

- 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 will:

- ensure all asset management activities are consistent with the objectives of Community Strategic Plan, integrated planning and the City's Long Term Financial Plan

- oversee that people, processes and systems are in place and work together to deliver services and meet the corporate infrastructure asset management objectives
- 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 will:

- develop and implement infrastructure asset management plans, systems, policies and procedures.

The Chief Finance Office will:

- prepare the Long-Term Financial Plan to support the delivery of the asset management plans

Employees with management or supervisory responsibility will:

- manage 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 endorsed the policy.

The policy is advertised for public comment as part of the Resourcing Strategy.

References

Laws and Standards
<ul style="list-style-type: none"> • Local Government Act 1993 • Local Government (General) Regulation 2021 • IPWEA (Institute of Public Works Engineering Australasia) NAMS+ Templates for Asset Management Plans • IPWEA (Institute of Public Works Engineering Australasia) International Infrastructure Management Manual
Policies and Procedures
<ul style="list-style-type: none"> • Asset Recognition and Capitalisation Policy • Asset Disposal Policy • Corporate Asset Management System Strategy • Asset Management Strategy • Resourcing Strategy

Review period

This policy will be reviewed in 4 years.

Approval Status

Council approved this policy on [insert date].

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	27 June 2022	Endorsed by Executive 1 September 2021. Approved by Council (Appendix to Resourcing Strategy (2022) – Integrated Planning and Reporting Program and Budget (2022/2023)).	2016/609070
Reviewed	29 May 2024	Endorsed by Executive (29 May 2024)	2024/278482-01

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

2024 update

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

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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' culture¹. 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 working¹ for the future
3. Strengthening our value proposition¹ and recruitment experience to attract and retain diverse, skilled people.

¹ Definitions included in the Glossary

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 culture¹ 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 Inclusion¹ 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 working¹ to ensure that practices support different segments of our workforce.

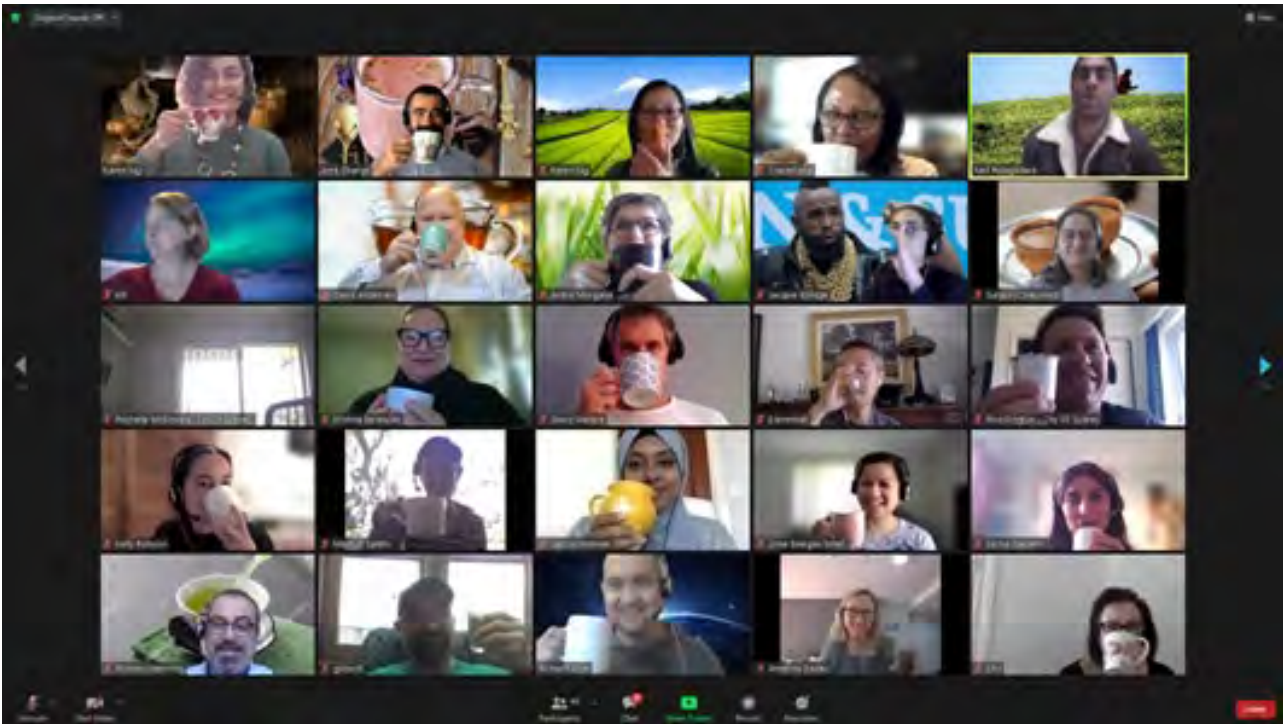


Figure 6. Online staff networking zoom event, during lockdown – Photo by Harleen Oberoi/ City of Sydney

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 literacy¹, and technical skills across the workforce, as well as embedding a human centric mindset¹ 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 mindset¹ 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 Proposition 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 2023

Workforce at a glance²

- At 30 June 2023, we had 1,814 employees (excluding casuals and agency staff).
- 57.2% of employees were male, compared to 42.8% female.
- 2.9% of employees identified as Aboriginal and/or Torres Strait Islander.
- 2.1% of employees identified as living with a disability.
- 24.3% of employees reported that they were from a culturally and linguistically diverse background.
- 5.2% of employees identified as people of diverse sexualities and genders. Formerly referred as LGBTQI+.



Image: City of Sydney staff, June 2023

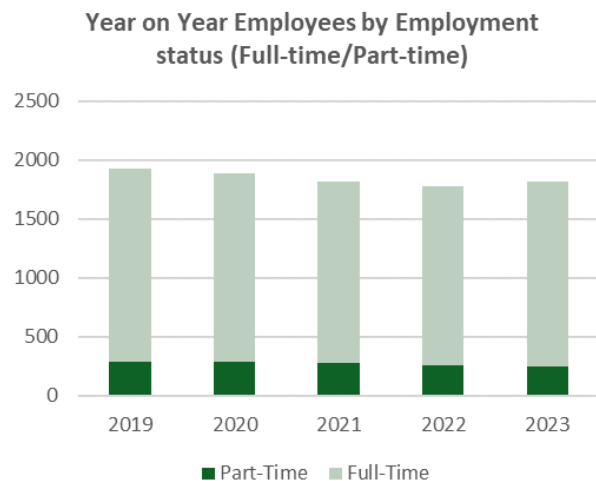
Workforce Composition

The City's workforce consists of people employed on a continuing, fixed term and casual basis, supplemented with agency workers.

Contingent staff (casual employees and agency workers) meet fluctuating demand for seasonal work or major events such as New Year's Eve.

At 30 June 2023, there were 1,814 non-casual employees, of which 92.9% were employed on a permanent basis and 7.1% were employed on fixed terms. In addition, there were 219 casual employees.

86.1% of employees are employed full-time as shown in the graph below.



Separations

The voluntary separation rate (also known as the employee-initiated separation rate) for non-casual employees at the City during 2022-23 was 10.8% as compared to 11.8% in 2021-22. This may be attributed to efforts made to retain employees and the settling of labour markets post Covid.

The separation rate for new employees, i.e. those that commenced during 2022-23, excluding the completion of term appointments (also known as the new starter turnover rate) was 13.8% as compared to 9.2% in last reporting period.

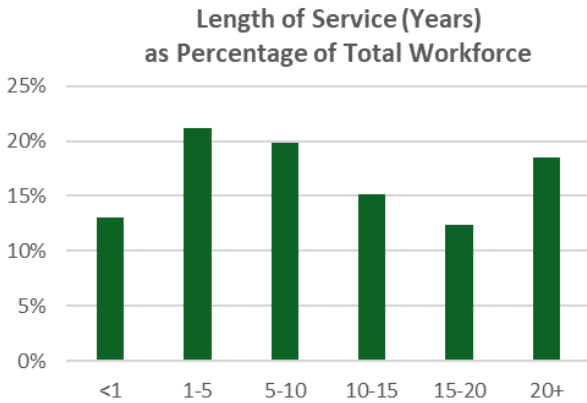
² Sourced from the City's workforce profile data as at 30 June 2023. Non casual employees include – permanent, term contracts, apprentices.

Length of service

The median length of service of non-casual employees at the City on 30 June 2023 was 8 years, compared to the median length of service of 7 years in NSW public sector agencies³.

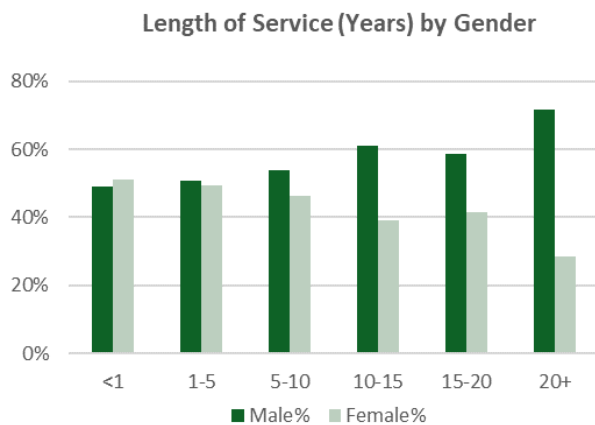
Overall, 29.2% of employees had less than three years of service and 40.2% had less than five years of service.

The graph below shows length of service in years.



Source: Workforce Profile extract as at June 2023

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.



Age

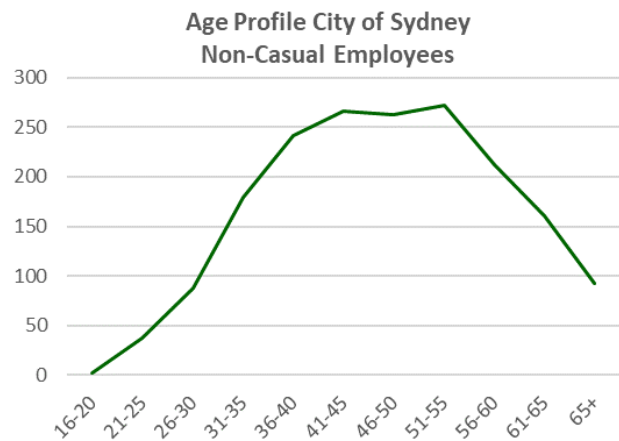
At 30 June 2023 the average age of non-casual employees was 47.2 years. This compares to the average age of 43 years in NSW public sector agencies.

The majority of the City's employees are aged between 36 to 55 years old, representing 57.5% of the City's workforce.

16.9% of employees were aged under 35 years.

Overall, 25.6% of City of Sydney employees were aged over 55 years. In comparison, 22.0% of employees in NSW public sector agencies were aged 55 years and over at 30 June 2023⁴.

The graph below shows the number of employees in each of the age groups.



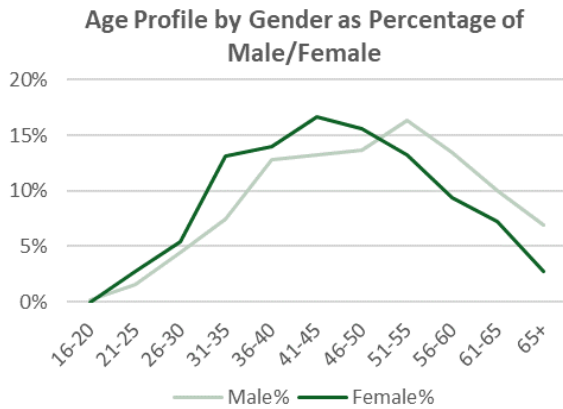
Source: Workforce Profile extract as at June 2023

The age profile for male employees is older than for female employees. 63.8% of non-casual females are aged under 50 years compared to 50.6% of males.

The next graph shows the age profile of employees by gender.

³ NSW Public Service Commission Workforce Profile Report 2023.

⁴ NSW Public Service Commission Workforce Profile Report 2023.



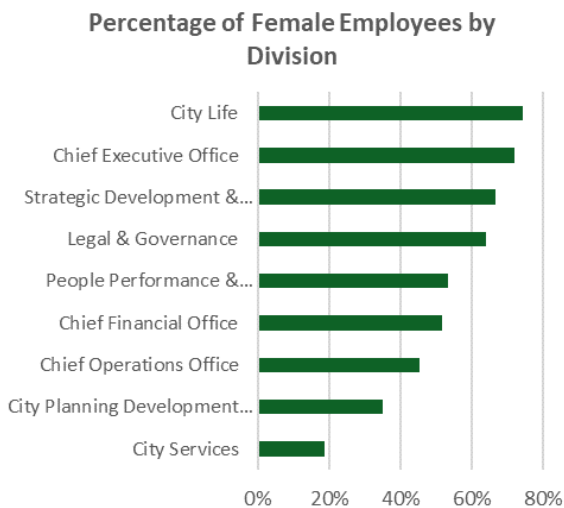
Source: Workforce Profile extract as at June 2023

Gender

At 30 June 2023, 57.2% of non-casual employees were male, compared to 42.8% female.

Female employment has increased over the past years, from 39.2% in 2012, to the current level of 42.8%.

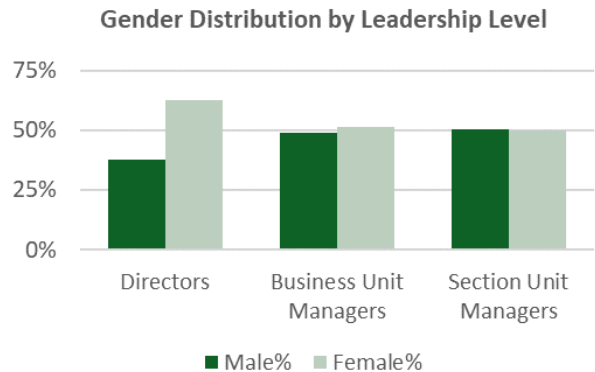
The percentage of female employees varies across the City. Amongst the divisions, the City Life division has the highest percentage of female non-casual employees (74%), followed by Strategic Development & Engagement division (67%).



Source: Workforce Profile extract June 2023

At 30 June 2023, the overall proportion of female employees performing managerial and supervisory roles at the City of Sydney was 53.7% as compared to 41.8% in 2014. This is higher than the overall percentage of female employees at the City (42.8%).

The next graph shows that in 2023, the proportion of women at director level was 62.5%, at the business unit manager level was 51.1% and at section manager level was 49.7%.



Source: Workforce Profile extract June 2023

Pay Equity

In 2023 the City undertook its eighth gender pay equity review guided by the Workforce Gender Equality Agency framework.

The City calculated its gender pay gap (the gap between the average total remuneration of women and men across the City) on two measures of pay - 'total remuneration' (base pay plus variable pay including overtime) and 'base salary'.

The City's total remuneration gender pay gap was 3.2 per cent in favour of women compared to WGEA total remuneration national pay gap of 21.7 per cent in favour of men.

The base salary gender pay gap was 8.6 per cent in favour of women. This compares with the national gender pay gap of 12.0 per cent in favour of men and the public sector pay gap of 11.6 per cent⁵ in favour of men.

⁵ Workplace Gender Equality Agency, Australia's Gender Pay Gap Statistics, <https://www.wgea.gov.au/the-gender-pay-gap>

Diversity and Inclusion

Aboriginal and Torres Strait Islander employees

At 30 June 2023, 2.9% of the City's non-casual employees identified as being a person of Aboriginal or Torres Strait Islander descent. This compares to 3.9% reported in the NSW Public Sector Workforce Profile, 2023⁶.

The City is working towards its Stretch Reconciliation Action Plan employment target of 3.4% by 2025.

The City Services division has the highest percentage of Aboriginal and Torres Strait Islander staff (4.6%), followed by City Life (3.5).

Employees with Disability

At 30 June 2023, 2.1% of the City's non-casual employees reported having one or more limitations or restrictions associated with a disability. This compares to 2.6% of employees reported in the NSW Public Sector Workforce Profile, 2023⁷.

The City is working to increase the participation of people with disability in its workforce in line with its Inclusion (Disability) Action Plan.

Culturally and Linguistically Diverse (CALD) employees

As at 30 June 2023, 24.3% of employees identified as a part of culturally or linguistically diverse (CALD) group.

The City has implemented the Diversity Council Australia's Counting Culture methodology, which has improved the data capture for culturally and linguistically diverse employees.

Employees with diverse sexualities and genders

In 2017, the City of Sydney became one of the first councils to collect information for employees who identify as being LGBTIQ+ employees. Currently 5.2% of City employees identify as being people with diverse sexualities and genders.

The table below shows changes over the last four years.

Employee Group	2020	2021	2022	2023
Aboriginal & Torres Strait Islander employees	2.3%	2.5%	2.8%	2.9%
Employees with a disability	1.6%	1.6%	1.5%	2.1%
Culturally and linguistically diverse employees	18.8%	19.7%	21.1%	24.3%
Employees with diverse sexualities and genders	3.5%	3.9%	4.4%	5.2%

The City acknowledges there are many factors influencing whether employees report their individual diversity data, and that these may contribute 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.

⁶ NSW Public Service Commission Workforce Profile Report 2023.

⁷ NSW Public Service Commission Workforce Profile Report 2023.

Where do the City of Sydney’s employees live?

At 30 June 2023, an estimated 12.8% of non-casual employees lived within the City of Sydney Local Government Area. This represents the largest group of City of Sydney employees. In addition to proximity to the workplace, the City of Sydney has supported the direct employment of people who live in the LGA particularly Aboriginal and Torres Strait Islander residents.

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), LGBTIQ+ 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 LGBTIQ+ 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 LGBTIQ+ 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.

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.

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

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 background⁸

⁸ 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 work⁹.

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

⁹ 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 2022-2026

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

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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.

*“Living in Sydney,
there’s so much ‘life
admin’, it would be
easier if I could get
it all done all in one
place.”*

- City of Sydney Research, 2019



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.



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.

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

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Community Engagement Strategy and Community Participation Plan 2024 update

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

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Front cover image: 'I am Sydney' writing workshop for the Community Strategic Plan.
Photographer Damian Shaw. Copyright City of Sydney

Acknowledgement of Country

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.

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



Image 1. 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. City 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 evaluate our engagement and we continue to seek feedback from community members about what works for them.

Accessibility

There is an online [guide to council decision-making](#) which explains how the council makes decisions and how community members can be involved. This guide was developed with the Disability (Inclusion) Advisory Panel.

This community engagement strategy is also available as an [easy-English version](#).

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 2021.

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 rolls

In September 2023, the NSW Government amended the City of Sydney Act 1988, making it no longer 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. Non-residents are owners, occupiers and rate-paying lessees of rateable property in the City of Sydney local government area, or their nominees, who are enrolled to vote in another local government area. Since the change to legislation, it is not compulsory for non-residents in the City of Sydney to vote, but eligible non-residents can voluntarily make a claim to be on the non-residential roll.

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, schools 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, LGBTIQ+ 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



Image 2. 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.

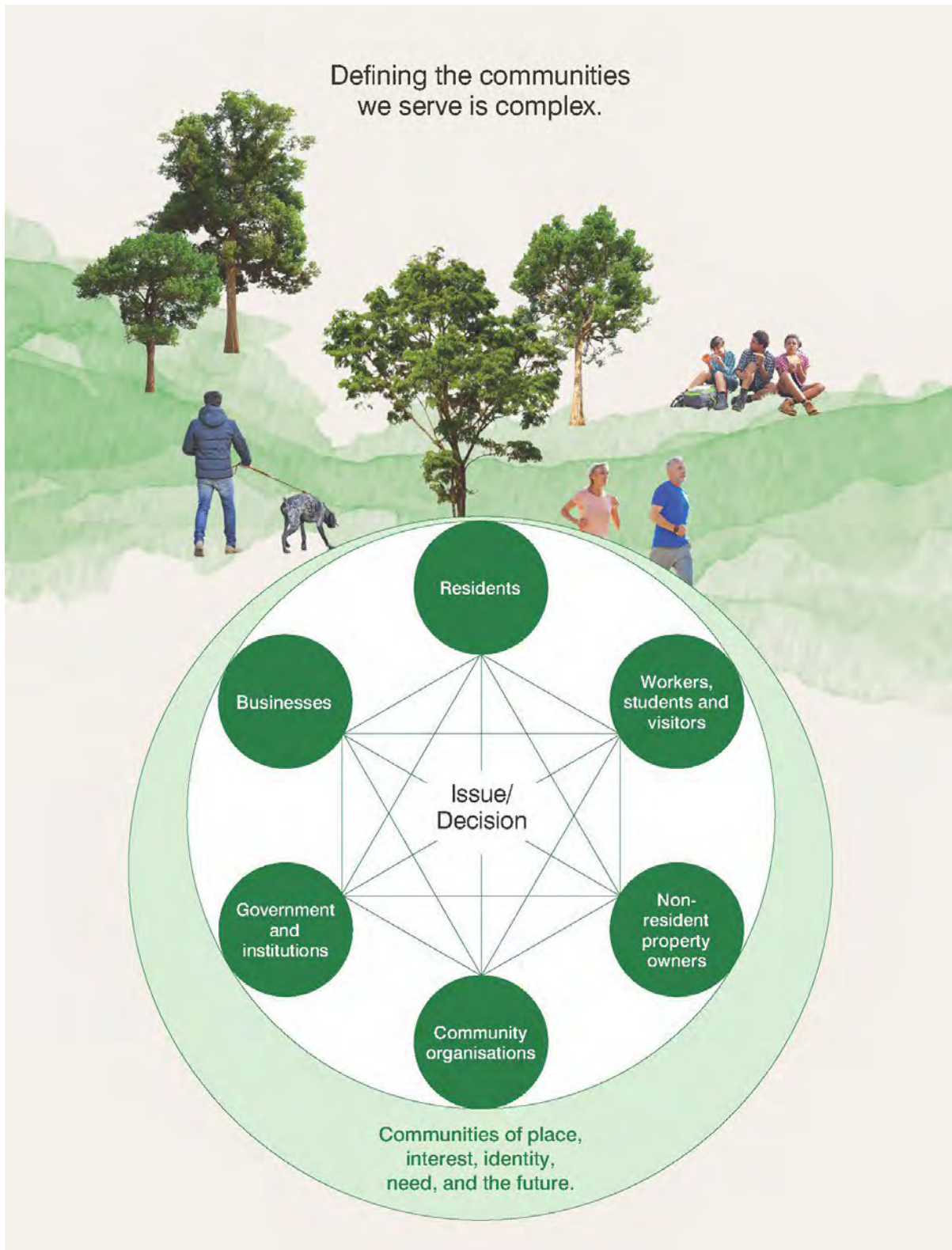
We work collaboratively with state government agencies and local services in developing shared approaches to support social housing community members across the city and to ensure that these residents' voices are heard and their needs are realised in urban renewal projects.

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



A snapshot of our city in 2024

By June 2023 the City of Sydney local government area was home to an estimated 231,086 residents. There were an estimated 505,400 jobs located in our area.

The City of Sydney's gross regional product is estimated at \$146 billion (2023), which represents 21.4% of the gross state product.

Demographic profile

City of Sydney residents are relatively young, with a median age of around 34 years (2021). This compares with a median age of around 37 years in Greater Sydney residents.

Over 22% of residents live alone in one person households. Nearly 63% or nearly two thirds of city residents live in family households with a partner and/or children or other relatives. Group households accommodate another 15% of residents.

City of Sydney residents are well-educated with 53% of those aged 15 and over holding bachelor or higher degree and 11% attending university. This compares with 33% with bachelor or higher qualifications across Greater Sydney and 6% attending university.

Higher educational attainment is also represented in the 2021 employment profile of our residents. A total of 42% of employed City of Sydney residents were professionals – more than any other category – while 19% were managers – the second highest occupational group. In comparison in Greater Sydney 29% were professionals and 15% managers – the next highest occupational group.

Cultural diversity

Almost half of our area's residents were born overseas, with 35% of the overseas-born residents arriving in Australia between 2016 and 2021. Residents born in Asia comprise 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 Cantonese, Thai, Spanish, Indonesian, and Vietnamese.

Work and transport

There was a 69% labour force participation rate among City of Sydney residents in 2021. 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 – 64% – of City of Sydney's resident workers were employed locally.

On the 2021 census day (during Covid-19 lockdown), 63% of resident workers either worked at home or did not go to work, compared to 11% in 2016.

Housing

A total of 54% of City of Sydney residents were renting their home privately. A further 31% of households were purchasing or fully owned their home and 7% lived in social housing (2021). 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 Sustainable Sydney 2030-2050 Continuing the 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:

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.

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 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: Integrity

Goal	Measure
The project is clear in scope and purpose.	Feedback gathered 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.

Value: Inclusiveness

Goal	Measure
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.

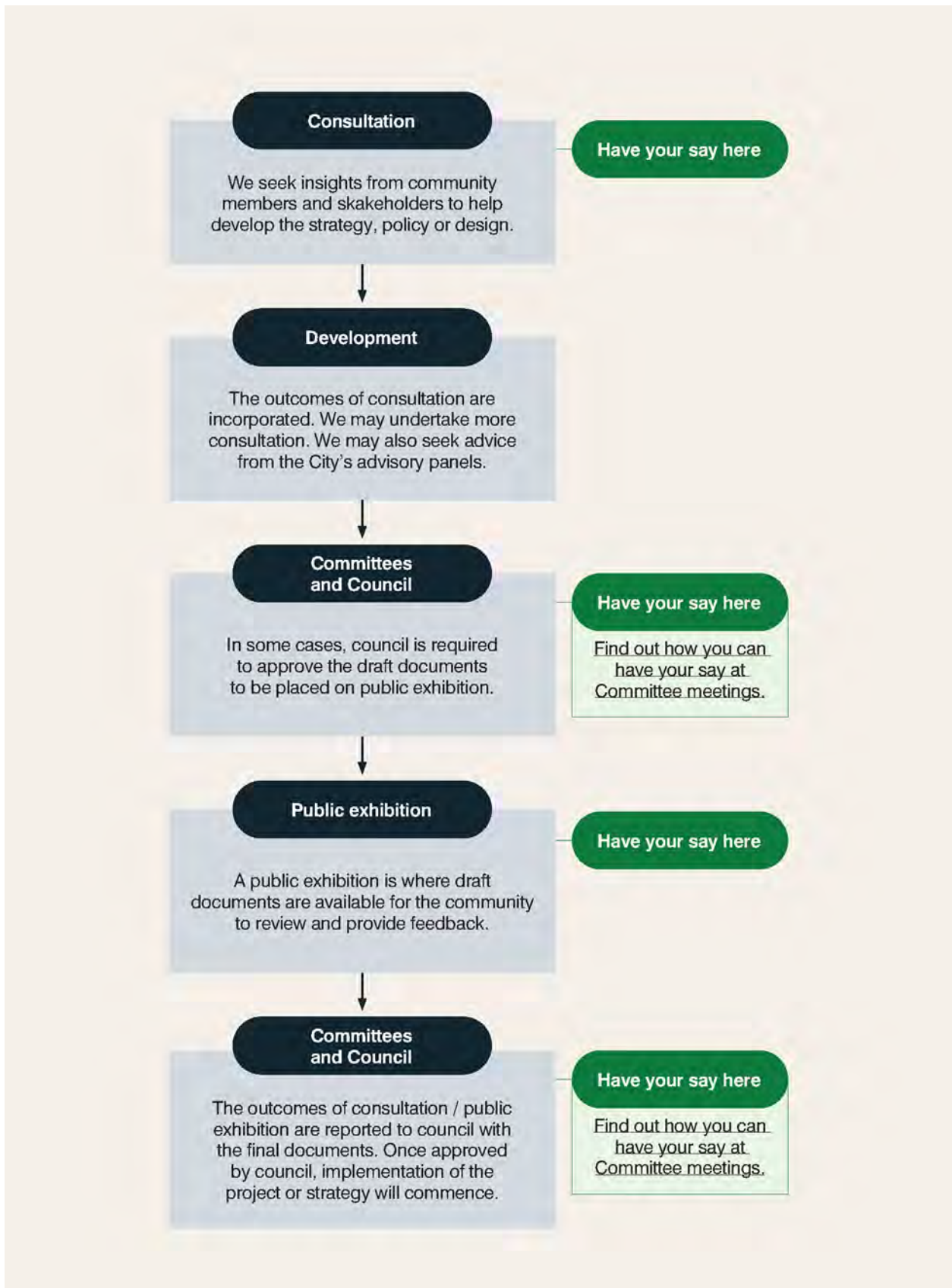
Value: Dialogue

Goal	Measure
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.

Value: Influence

Goal	Measure
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?



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



Image 3. 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 gathered 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, in 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.



Image 4. 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.

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 backgrounds, 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.



Image 5. 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 others 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).



Image 6. 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 and impartial 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 of issues relevant to people with disability, 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 to promote greater understanding and appreciation of cultural diversity, equity and inclusion. Established in 2022 we consult this panel on issues, strategies, plans, policies, programs and events that nurture cultural diversity and capacity building, increased community connections and combat racism and discrimination. The panel provides expert 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.

With the aid of this panel, the City of Sydney will support and empower multicultural communities including employees, residents, visitors, international students, refugees, and asylum seekers, and furthermore preserve and celebrate the histories, heritage, and contributions of the City's multicultural communities so everyone feels safe, welcomed, and able to fully participate in what the city has to offer.

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 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 members are Brookfield Office Properties Australia, Charter Hall, City of Sydney, DEXUS Property Group, Frasers Property, The GPT Group, Investa Property Group, Lendlease, Mirvac, Stockland, and the University of Technology Sydney.

Sustainable Destination Partnership

The Sustainable Destination Partnership is a collaboration between leading hotel groups, hostels, 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

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).

The City of Sydney is an active partner in the Tech Central precinct and is a member of the new leadership group called the Tech Central Interim Governance Leadership Group. This group comprises anchor tenants across the private sector, academia, local and state governments to realise the vision for Tech Central to be recognised as Australia's innovation and technology capital. Membership of the interim governance group includes City of Sydney, Investment NSW, University of Technology Sydney, University of Sydney, Sydney Local Health District, Inner West Council, and representatives from the tech ecosystem operating within the precinct including Atlassian and Stone and Chalk.

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.



Image 7. 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.



Image 8. 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.



Image 9. Children’s workshop at Cook + Phillip Park Image credit: Katherine Griffiths / City of Sydney

Types of engagement with children and young people

Engaging on strategies and projects

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

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.

We have an [easy English version](#) of this strategy available on our website.

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.



Image 10. 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 e-newsletters.

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, Cantonese, Thai, Spanish, Indonesian, and Vietnamese.



Image 11. 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
- translated materials and surveys to support major engagement projects such as a Vision for Haymarket
- 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
- social housing forums
- interagency networks with local services providers, not-for-profit organisations and government agencies
- local services and advocacy groups.

Business sector

Sydney is recognised as a global city and the leading knowledge-based region in the nation. In 2018-19, (before the Covid-19 pandemic) around \$146 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 of Australia, Tech Council, Australian Fashion Council, Restaurant & Catering Association, Chambers of Commerce, Destination NSW, Australian Retailers 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
- quarterly economic insights report and annual business needs survey
- relationship management with grants recipients.

Challenges

The Covid-19 pandemic and ongoing economic conditions 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 implications for the exchange of knowledge and business innovation. The City of Sydney is responding to these challenges and is actively engaging with this sector to meet their needs.

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.



Image 12. 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 Sustainable Sydney 2030–2050 Continuing the Vision, 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 2021*.

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 plans to guide the city's growth and change and setting planning controls to guide development.

The City of Sydney's strategic land use planning is informed by the NSW Government's regional and district plans and our Community Strategic Plan Delivering Sustainable Sydney 2030-2050.

These plans set the foundations for the Local Strategic Planning Statement: City Plan 2036 which sets the 20 year land use planning vision; planning controls in our Local Environmental Plan and Development Control Plan; and Contributions Plans which provide funding local infrastructure.

The City reviews and amends these plans in consultation with the community to ensure they contribute to agreed state and local planning objectives.

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.

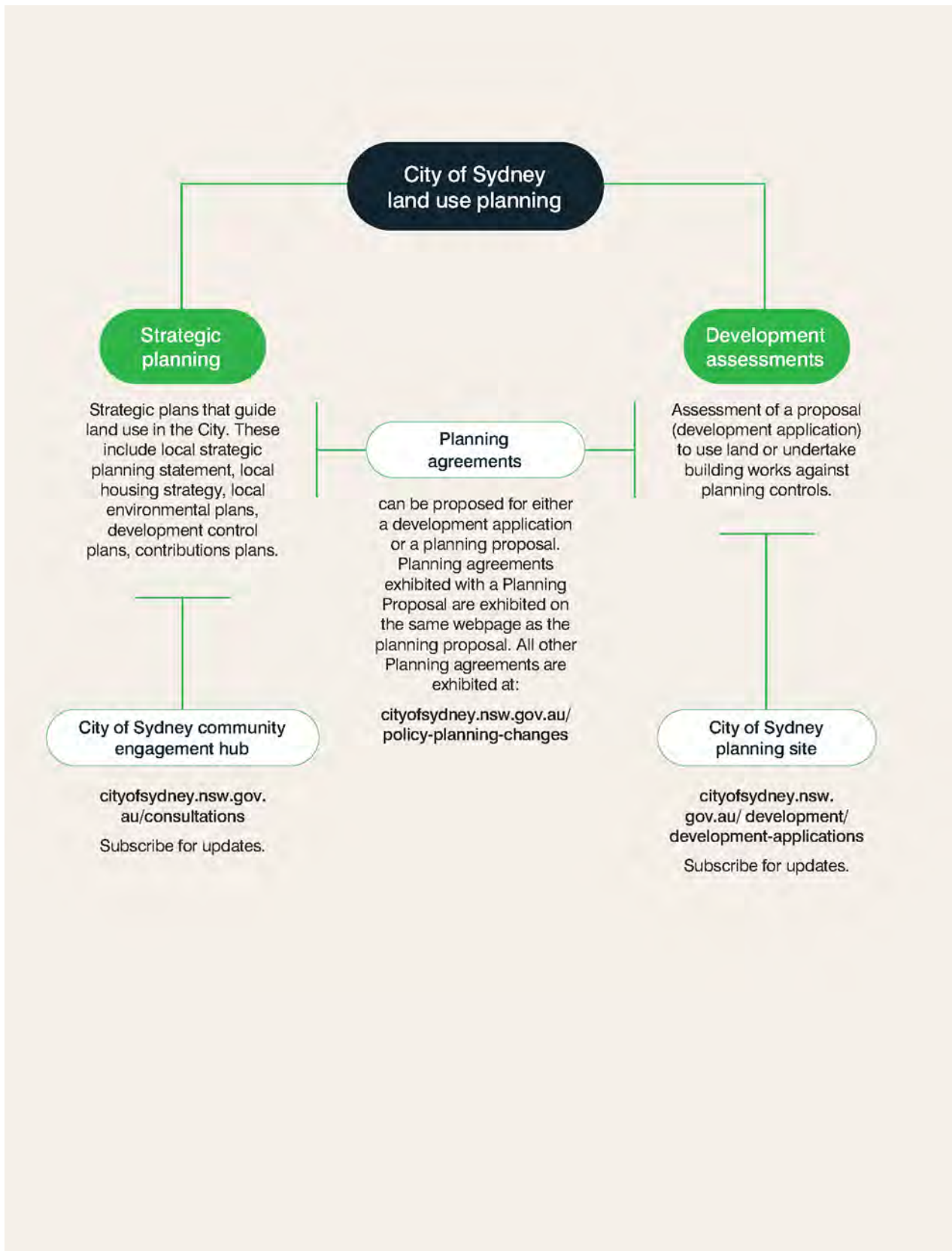
At the City of Sydney, the majority of development and footway applications are assessed against:

- 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, Council-related applications, environmental impact statements, designated development, integrated development and state significant development. Definitions of each can be found in Appendix E.

Figure 3. 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 2021

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	Activity
Website – sydneyyoursay.com.au	Focus groups
Surveys (online, intercept, randomly selected)	Stakeholder meetings
Online interactive maps	In depth interviews
Videos, animations, flythroughs	Social housing meetings
Artist impressions, images and designs	Creative writing workshops
Community discussion guides	Door knocking
School activities kits	On-site pop-ups
Data stories	Walking tours
Advisory panels, committees and groups	Site visits
Partnership and networks	Information stalls
Summits	Community letters
CityTalks	Social media
Stakeholder briefings	E-newsletters
Community workshops	Stakeholder emails
Deliberative workshops	Signage in the public domain
Citizens juries	

Appendix C: land use planning notification and submission requirements (community participation plan)

The City will publicly exhibit development applications and draft plans (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 for development applications

The information contained in notifications for development applications is required by the Environmental Planning and Assessment Act 1979 and the Environmental Planning and Assessment Regulation 2021. This information includes:

- the general nature and purpose of the development proposal;
- the address of the proposed development;
- the name of the applicant;
- the application reference number;
- where and when the DA can be inspected;
- the period during which submissions can be made;
- Council's contact details including address, telephone and email;
- a statement outlining the privacy rights of any person making a submission to Council;
- a statement outlining the requirement for a submitter to a development application to make a public disclosure of any donation to a Councillor and/or gift to a Councillor or Council employee in the previous two (2) years. Failure to disclose relevant information is an offence under the Act. It is also an offence to make a false disclosure statement. Further information, including a 'Political Donation and Gifts Disclosure Statement' form and a glossary of terms, is available online or in person at any of Council's office locations;
- the date of the notification letter, with the notification period commencing one day after the date of the notification letter.

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 D, the Director of City Planning, Development and Transport 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.

An applicant may apply for an amendment to the development application at anytime prior to determination under the *Environmental Planning and Assessment Regulation 2021*. The application may be re-notified matching the original exhibition period, or the City may reduce or remove the re-notification period if the amendment does not result in significant additional environmental impact.

An application for a review of a determination of an application, under Division 8.2 of the *Environmental Planning and Assessment Act 1979*, will be notified in the same manner as the original application. Anyone who made a submission to the original application will be notified.

For an application to modify an existing development consent, under sections 4.55(2) & 4.56(1) of the *Environmental Planning and Assessment Act 1979*, where the original development application was for designated development, State significant development, nominated integrated development or threatened species development, anyone who made a submission to the original application will be notified, or reasonable attempts will be made, by sending written notice to the last address known to the City of the submitter.

For an existing development consent that is modified or revoked, under section 4.57 of the *Environmental Planning and Assessment Act 1979*, as a consequence of a proposed Local Environmental Plan amendment, notice will be provided to those who are considered to be adversely affected by the revocation or modification of the consent.

Requirements outlined in appendices 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.

Notifications for draft plans

The Environmental Planning and Assessment Regulation 2021 requires the City, when consulting on draft Development Control Plans and draft Contributions Plans, to publicly exhibit a copy of the draft plan and a copy of any supporting documents on the dates and during the times set out in the notice. Draft Local Strategic Planning Statements, draft Community Participation Plans and Planning Proposals (LEP amendments) are exhibited and notified in the same way. Planning Proposals are also exhibited in accordance with requirements of a Gateway Determination.

For draft plans, the City may also write to affected and adjoining land owners and occupants, depending on the nature, scale, potential impact of the change 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.

Draft plans are notified for at least the minimum period set out in the *Environmental Planning and Assessment Act 1979*.

The City exhibits all draft plans on its website. All written notices will:

- give a brief description of the draft plan or its objectives and intended outcomes
- indicate the land affected by the draft plan
- state where the draft plan can be viewed online
- provide contact details for the receipt of submissions
- indicate the last date for submissions, and
- in relation to Planning Proposals (LEP Amendments), confirm whether authorisation for making the plan has been issued to Council.

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 practicable as determined by Council.

Any material changes proposed to be made to a planning agreement after a public notice has been given should be subject to renotification if the changes would materially affect:

- how any of the matters specified in section 7.4 of the Act are dealt with by the planning agreement;
- other key terms and conditions of the planning agreement;
- the Council's interests or public interest under the planning agreement;
- whether a non-involved member of the community would have made a submission objecting to the change if it had been publicly notified.

Submissions

In making, considering and responding to submissions for development applications and draft plans, 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 the Government Information (Public Access) Act 2009 (GIPA Act)
- 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 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.
- illegible submissions will not be acknowledged.
- 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.
- best endeavours will be made to contact people prior to the applicable meeting of the Council or the Central Sydney 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.
- for development applications, 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.
- following the determination of a development 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.

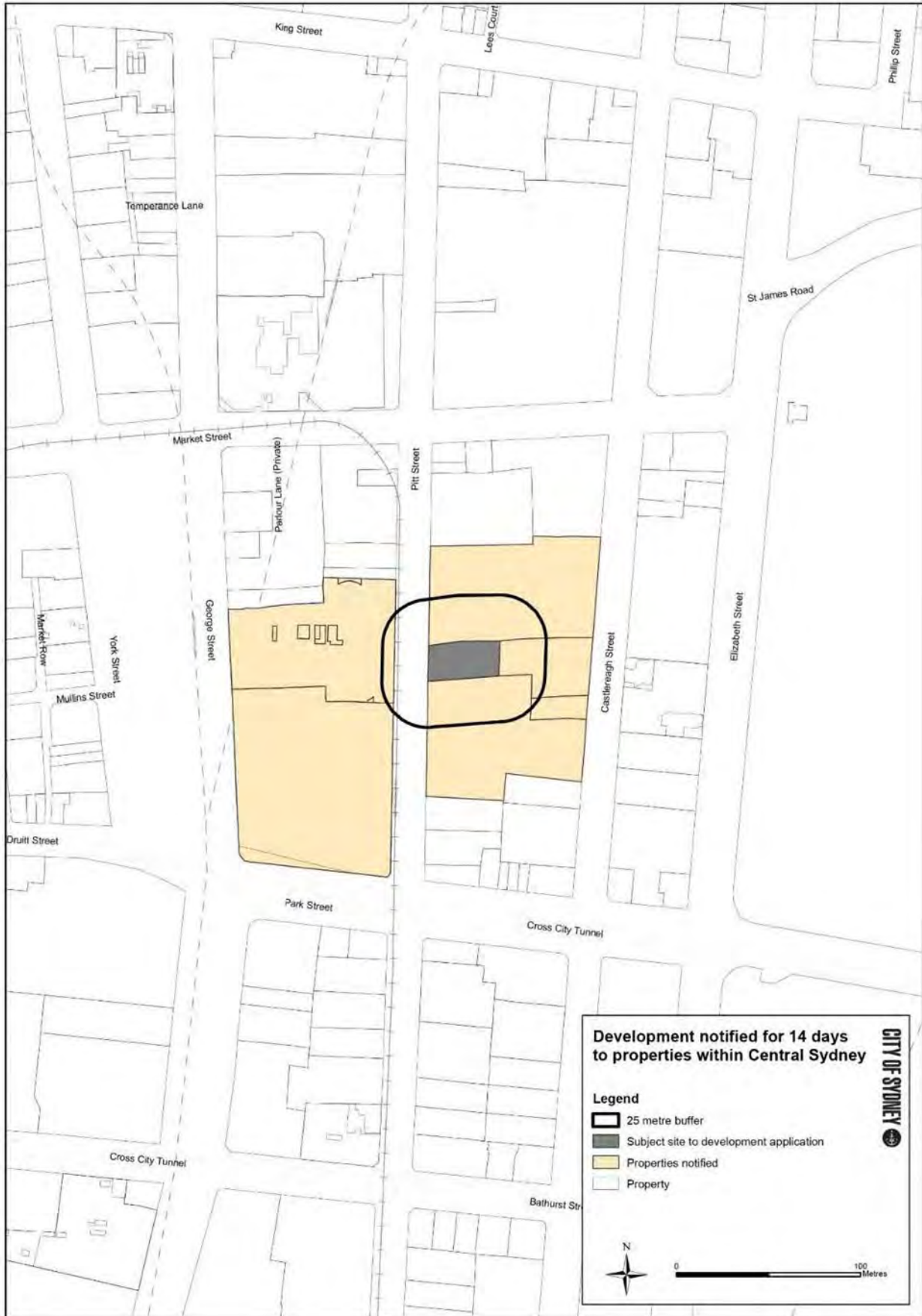
- ✓ 25m for development notified for 14 days;
- ✓ 50m for development notified for 21 days; and
- ✓ 75m for development notified for 28 days.

The notification area may be altered based on the nature and the likely impact of the development proposal, as explained in the subsection 'Changes or exceptions to notification procedures' in Appendix C. Council-related development applications may be notified for 28 days over a 25m radius in circumstances where the application is assessed as falling into the 'Low Risk' level of risk category pursuant to the Council-related Development Applications Policy.

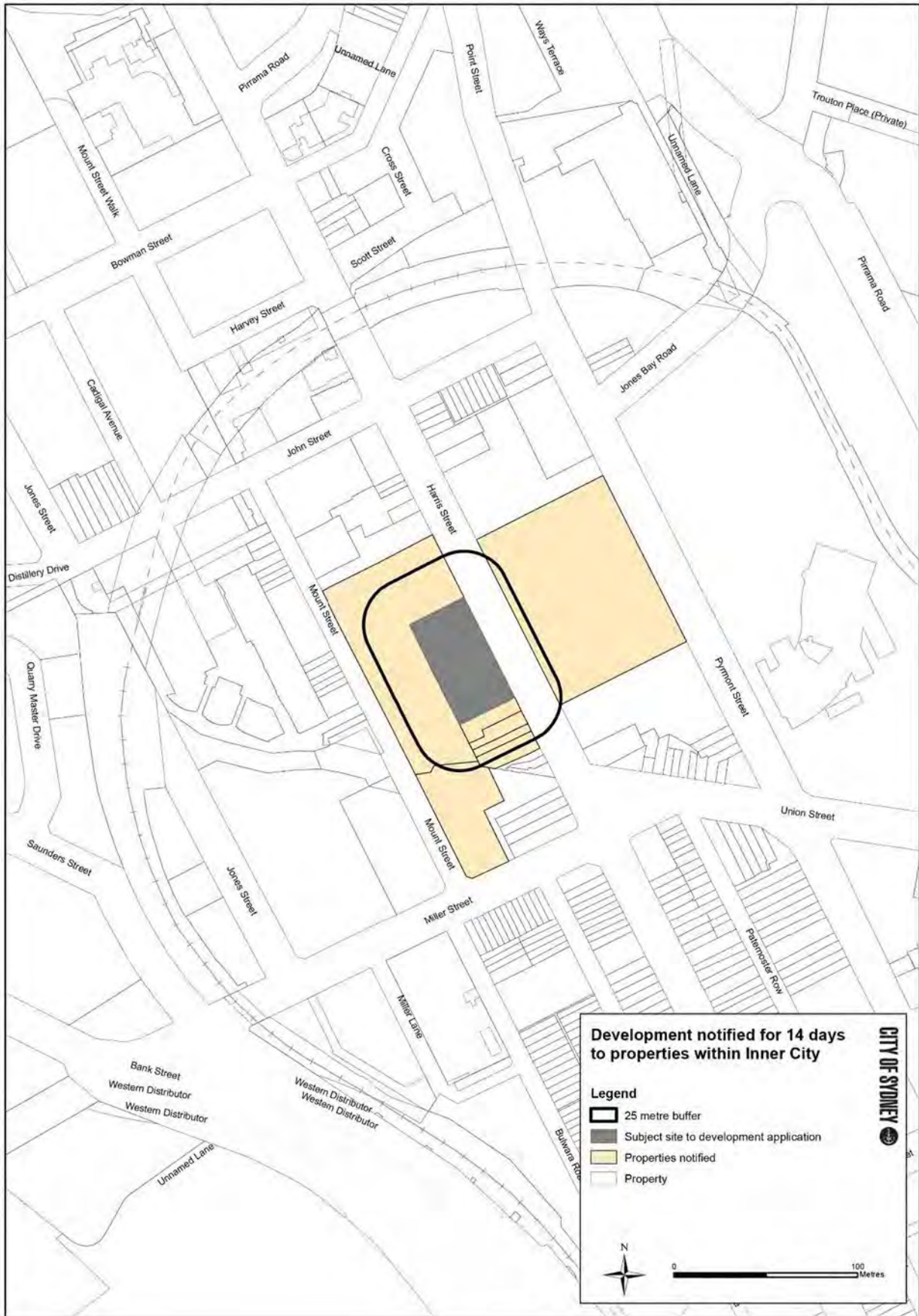
Properties in adjoining local government areas within the minimum radius detailed above will be notified in accordance with these provisions if the adjoining local government authority provides the City of Sydney with the relevant property details within 48 hours of making a request.

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.

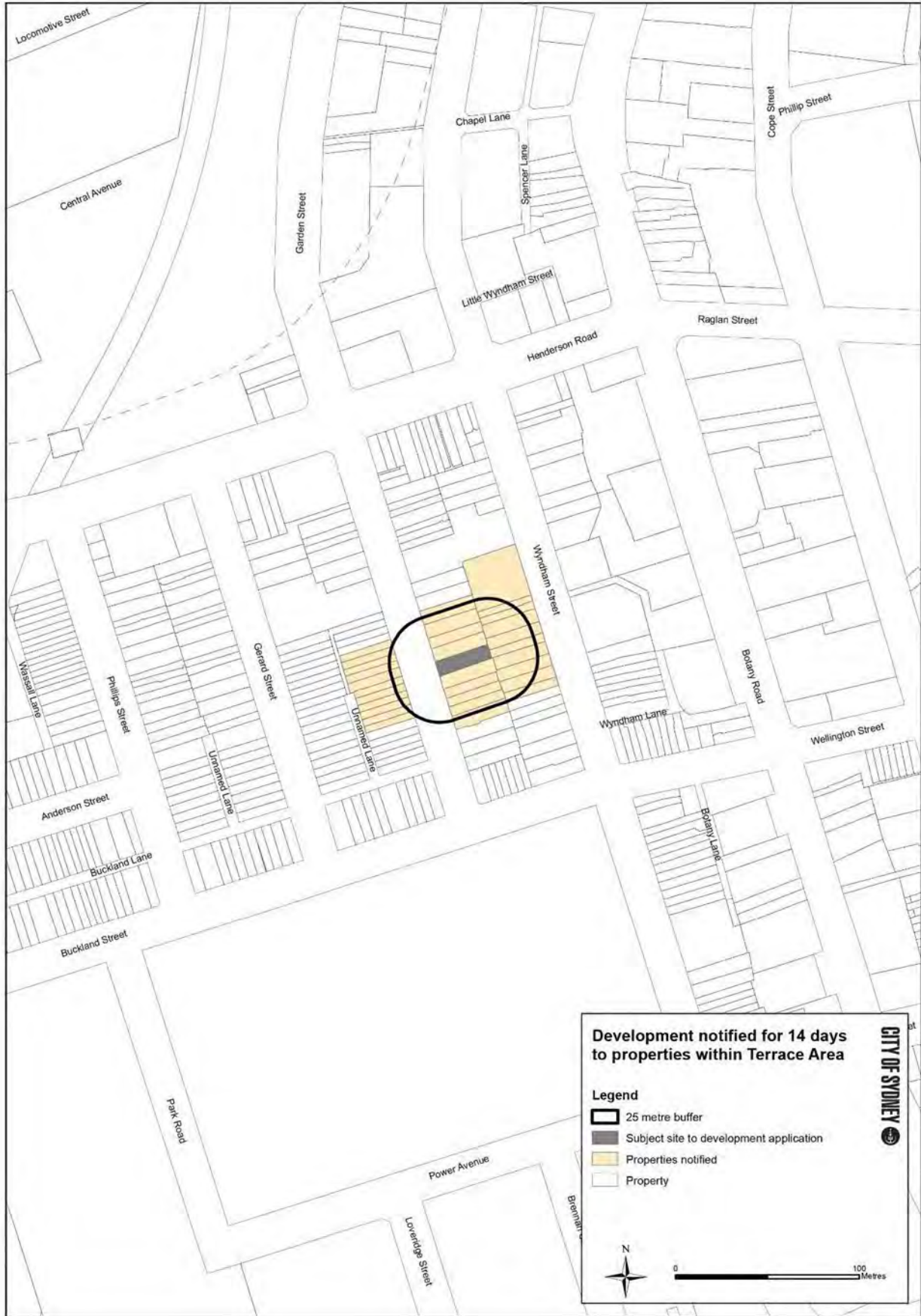
Development notified for 14 days to properties within Central Sydney



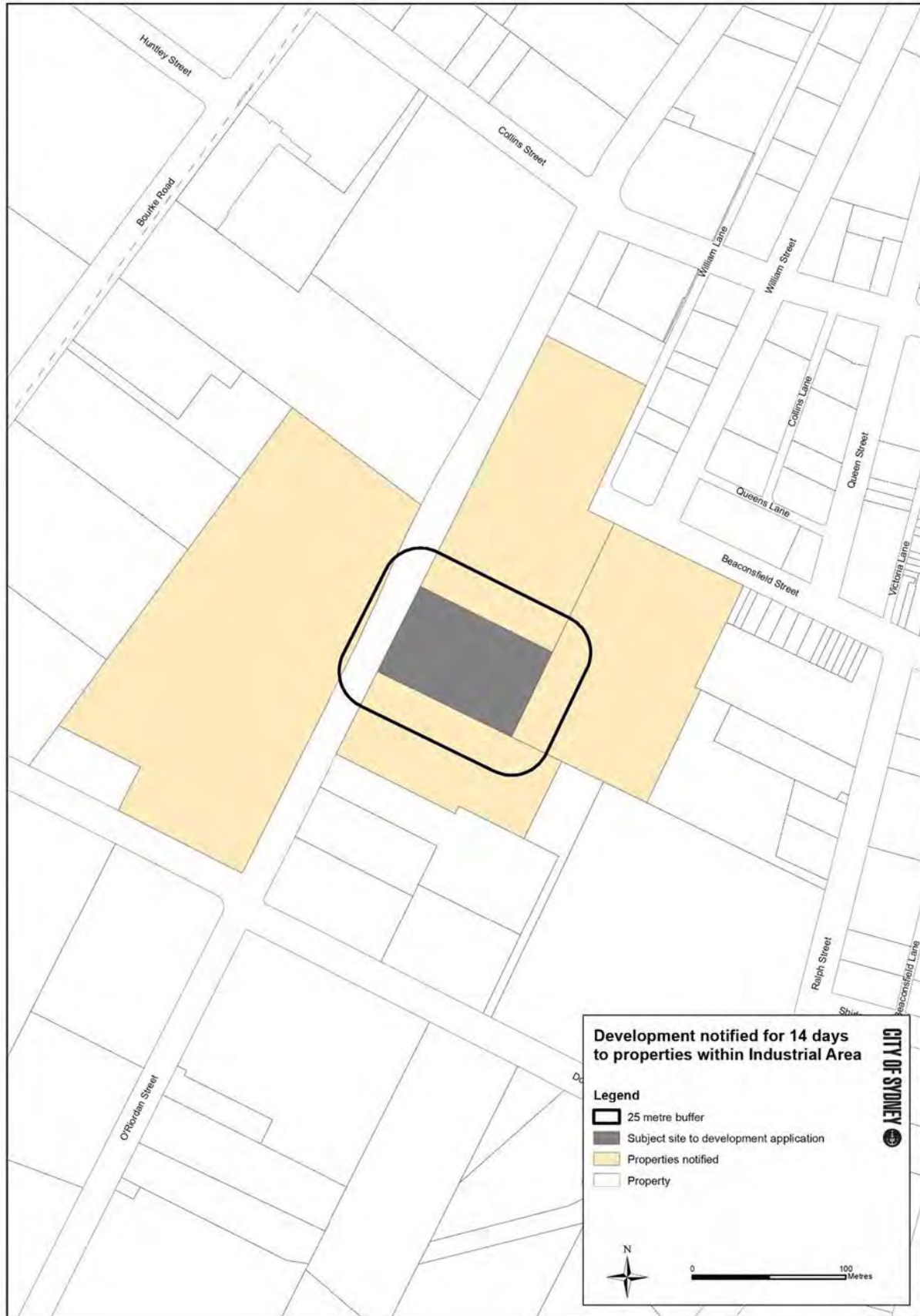
Development notified for 14 days to properties within Inner City



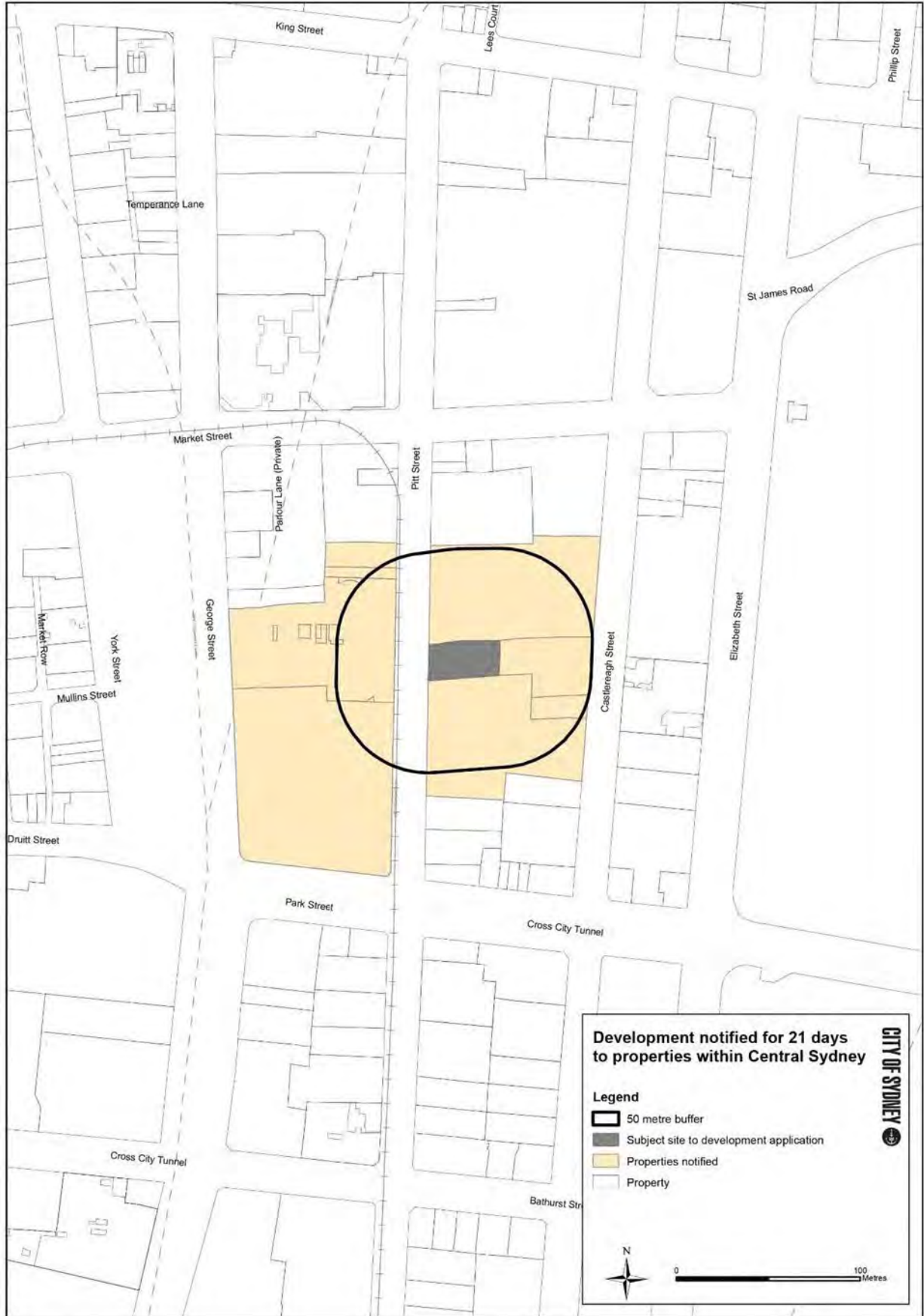
Development notified for 14 days to properties within Terrace Area



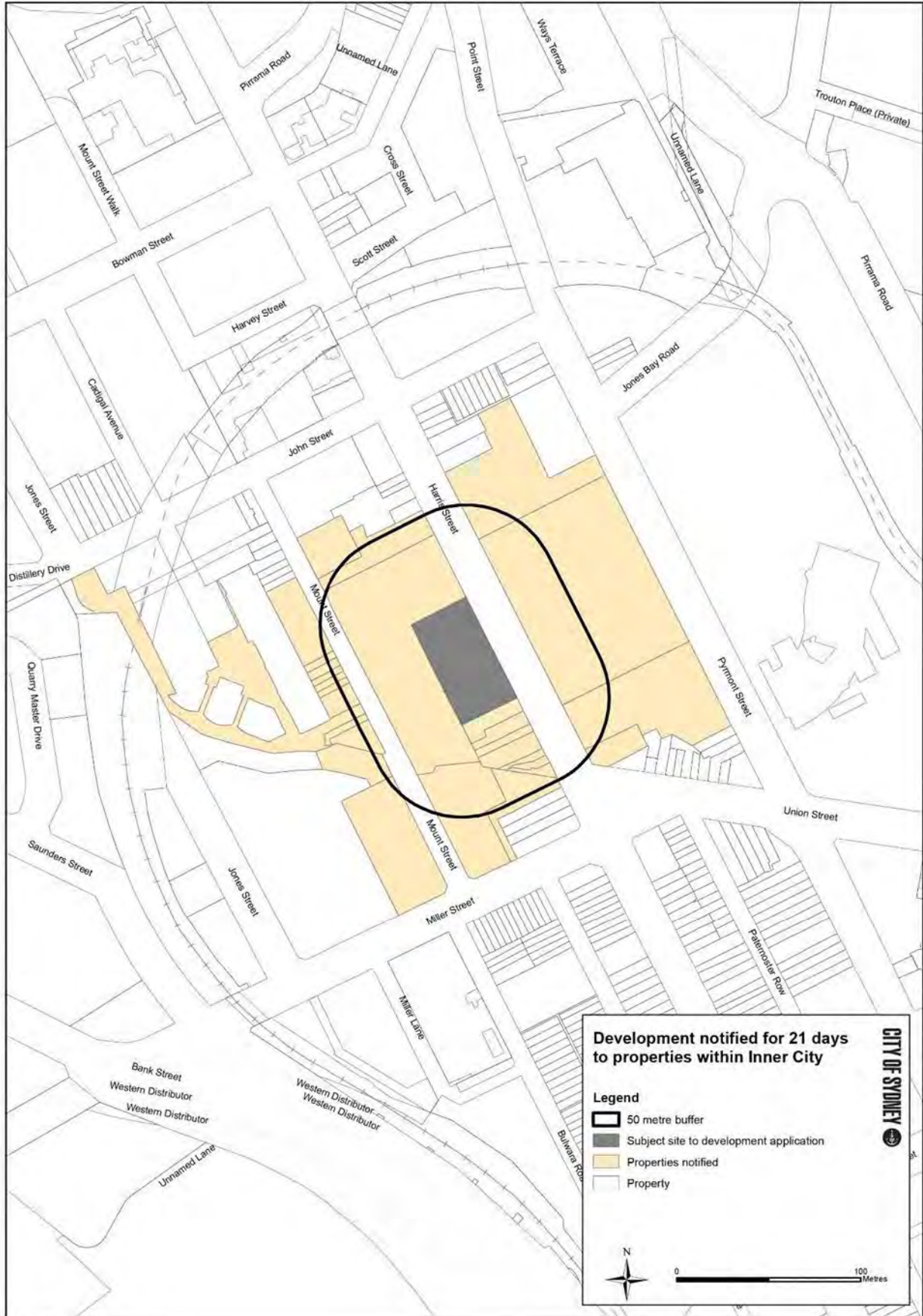
Development notified for 14 days to properties within Industrial Area



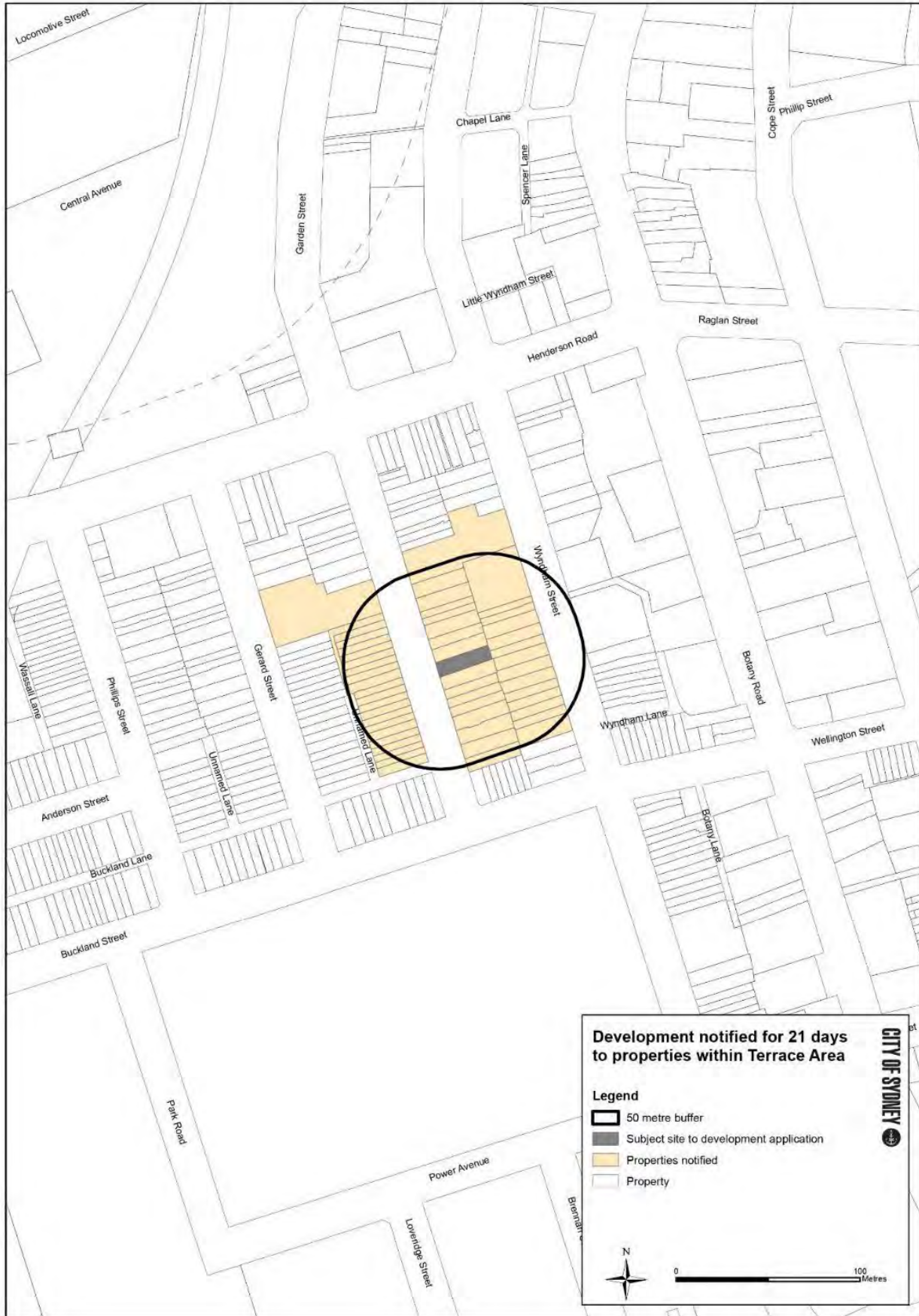
Development notified for 21 days to properties within Central Sydney



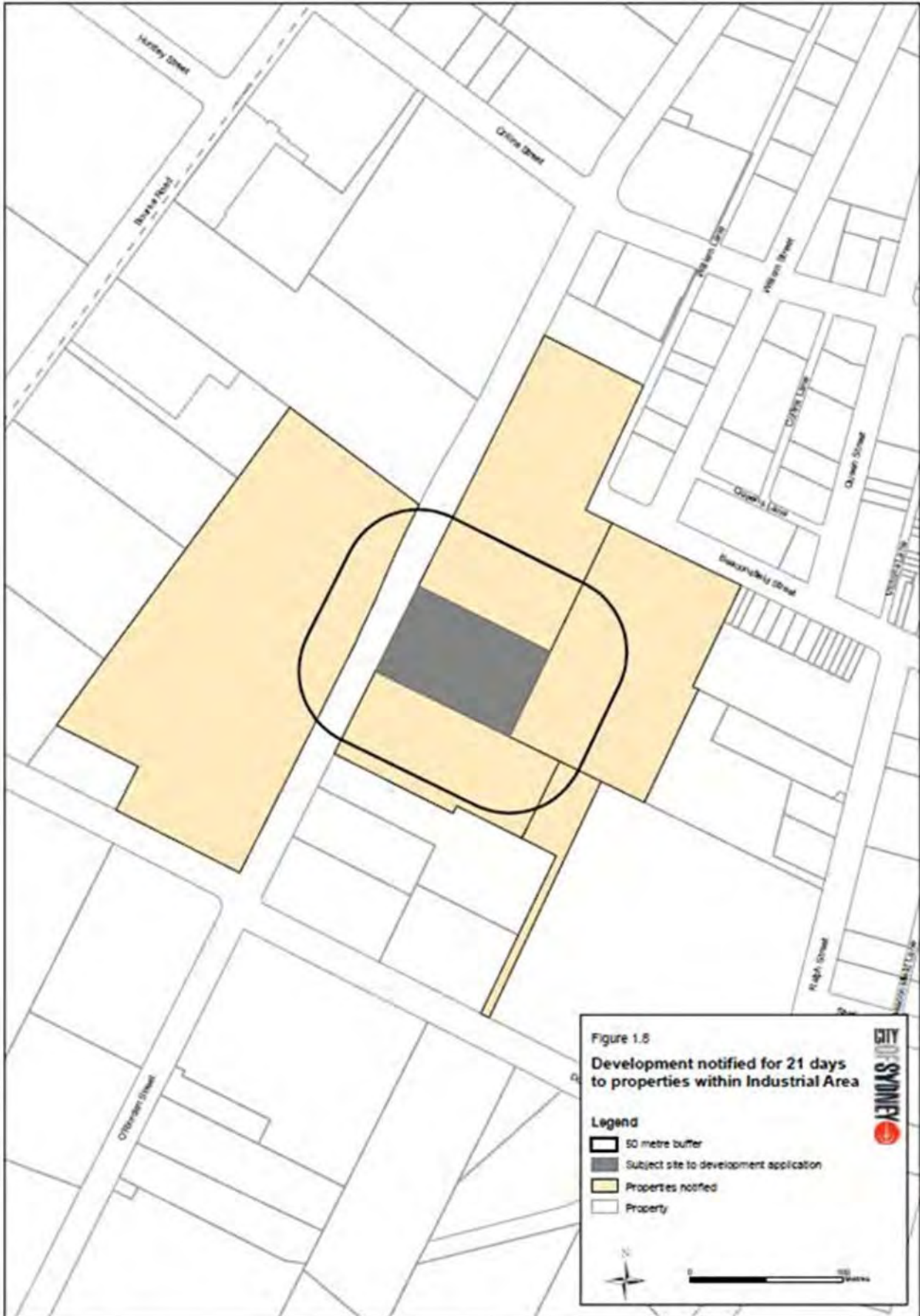
Development notified for 21 days to properties within Inner City



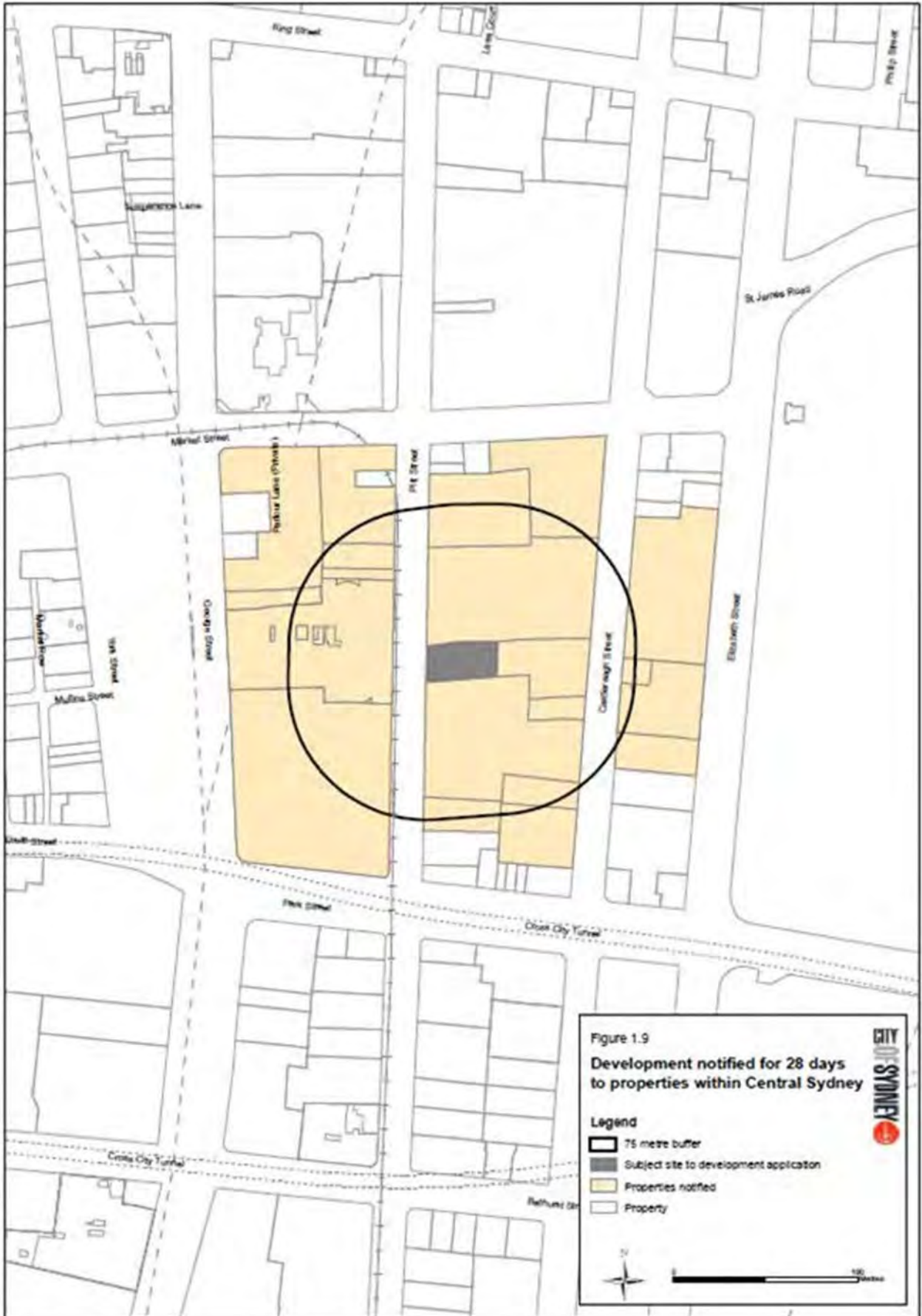
Development notified for 21 days to properties within Terrace Area



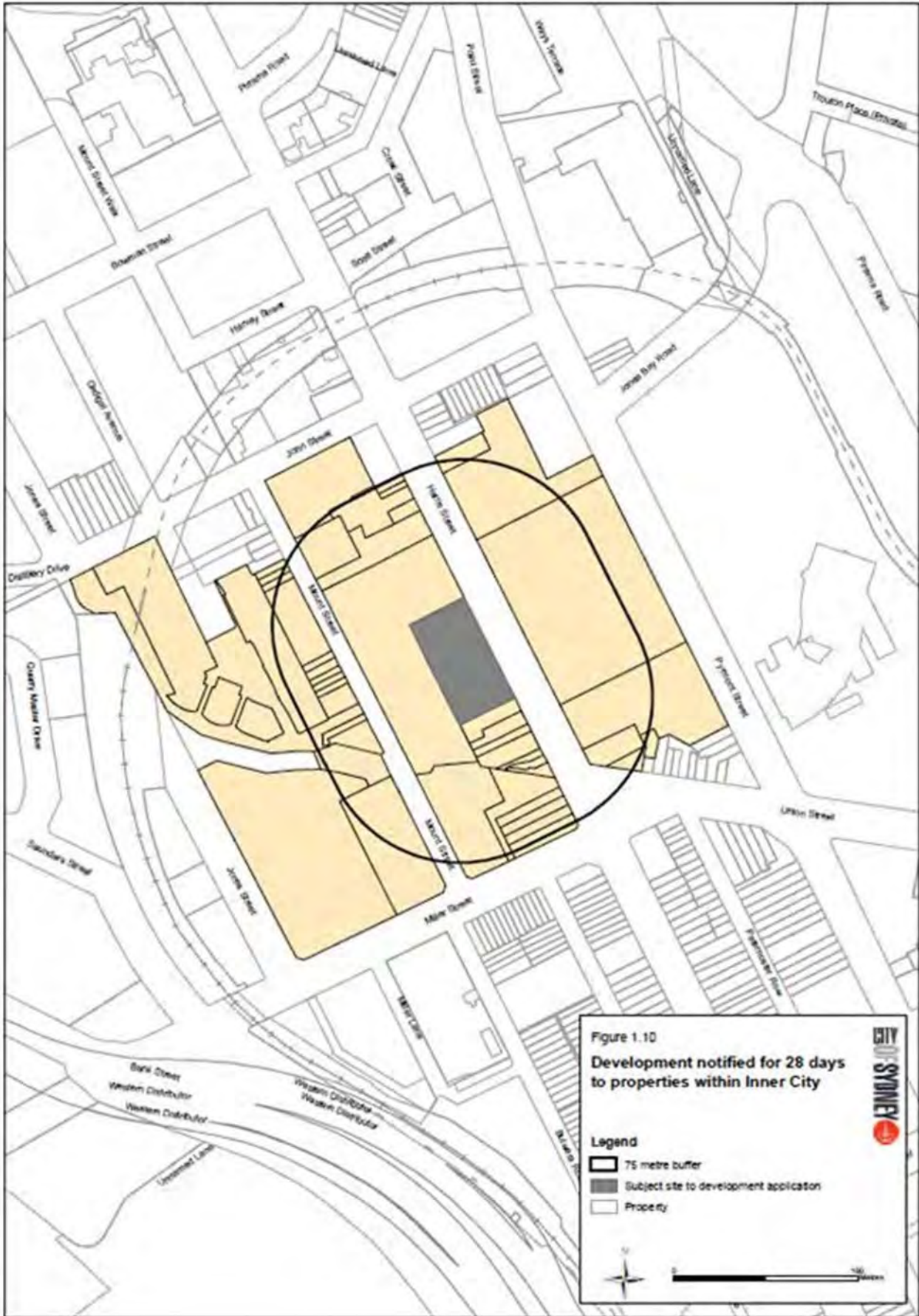
Development notified for 21 days to properties within Industrial Area



Development notified for 28 days to properties within Central Sydney



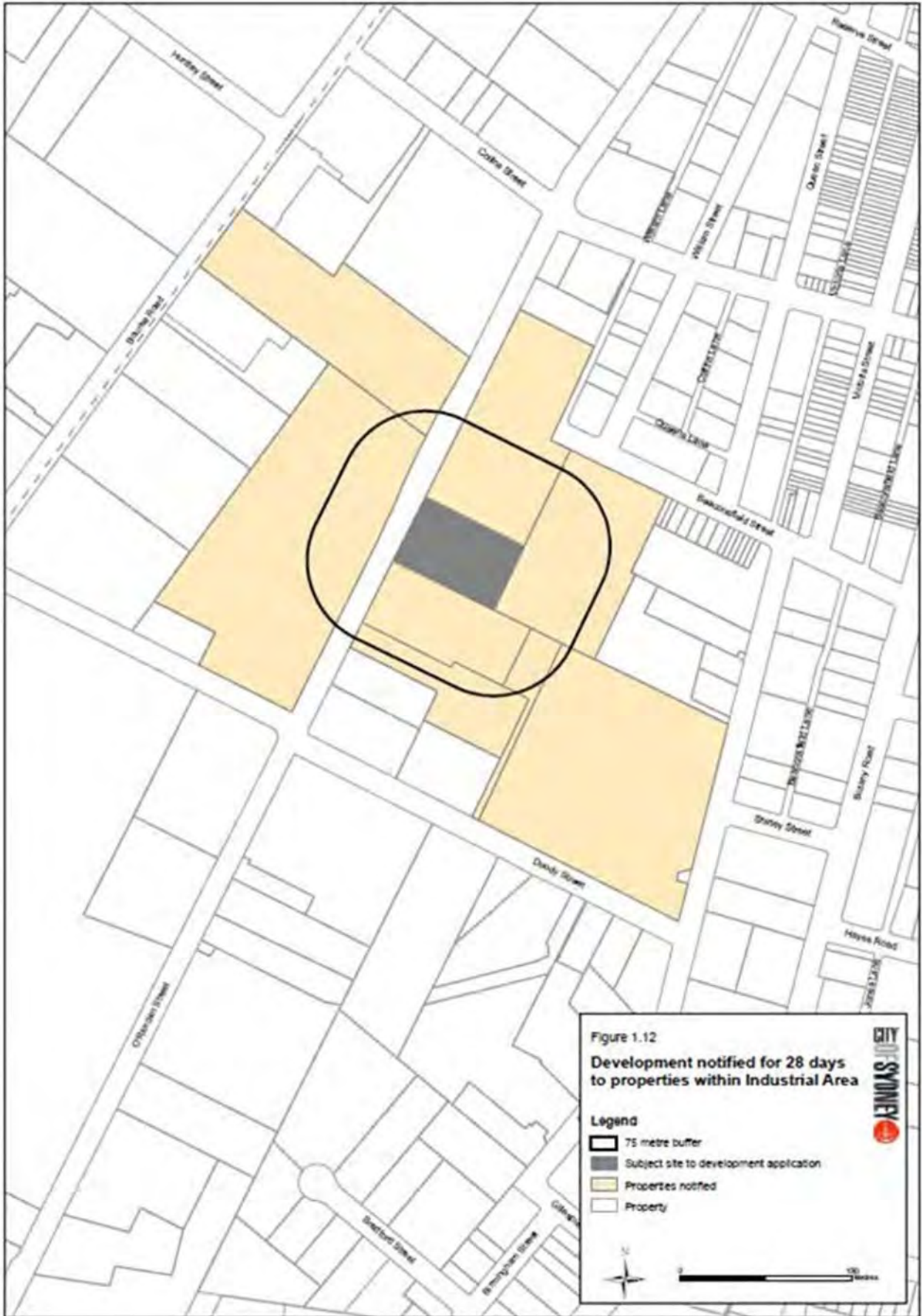
Development notified for 28 days to properties within Inner City



Development notified for 28 days to properties within Terrace Area



Development notified for 28 days to properties within Industrial 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	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) ^a				X					X		*			
Strategic planning	Development Control Plans				X					X		*			
Strategic planning	Contribution Plans				X					X		*			
Strategic planning	Application for retrospective award of Heritage Floor Space				X					X		X	X		
Development assessments	Designated development				X				X		X	X			
Development assessments	Integrated development ^b				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			
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	Category 1 Remediation work under SEPP 55 [SEPP (Resilience and Hazards)]			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	convenience stores; sex industry premises; places of public entertainment; pubs; night clubs; bars; amusement arcades and the like			X			X		X	X		X	

Community Engagement Strategy and Community Participation Plan 2024 update

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	Distribution 75 metre buffer	Distribution 50 metre buffer	Distribution 25 metre buffer
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	Council-related development applications	low-risk ^c		X				X		X	X			X
Development assessments	Development applications	Council-related development applications	medium or high risk ^c		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	
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	

Community Engagement Strategy and Community Participation Plan 2024 update

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	Distribution 75 metre buffer	Distribution 50 metre buffer	Distribution 25 metre buffer
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
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	Threatened species development ^d			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

Community Engagement Strategy and Community Participation Plan 2024 update

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	Distribution 75 metre buffer	Distribution 50 metre buffer	Distribution 25 metre buffer
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

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. If a notification period finishes on a weekend or a public holiday, it will be extended to the next business day.

- a. The exhibition periods and methods of notification for Planning Proposals can be extended, reduced, or amended by the Gateway determination of the Department of Planning.
- b. Re-notification of an application to modify a nominated integrated development application may not be required under section 108 of the Environmental Planning and Assessment Regulation 2021.
- c. As defined in the Council-related Development Applications Policy.
- d. Re-notification of an application to modify a threatened species development application may not be required under section 108 of the Environmental Planning and Assessment Regulation 2021.

Appendix E: glossary of terms – land use planning (community participation plan)

Term	Description
Local strategic planning statement	A long term land use planning vision, priorities and actions for the council area. It links the NSW Government’s strategic plans and the City’s Community Strategic Plan Delivering Sustainable Sydney 2030-2050 to the planning controls that guide development in the city.
Community participation plan	The plan that outlines consultation requirements for land use planning. It consists of chapters 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	<p>Planning agreements are voluntary agreements entered into by the City and a person, usually a developer, to deliver public benefits.</p> <p>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.</p>
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	<p>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:</p> <p>Section 4.55(1) – modifications involving minor error, misdescription or miscalculation;</p> <p>Section 4.55(1A) – modifications involving minimal environmental impact; and</p> <p>Section 4.55(2) – other modifications</p>

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.

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Attachment C

Summary of Public Exhibition Submissions

Summary of Submissions and Responses: draft Operational Plan 2024/25 and draft Resourcing Strategy 2024

16 submissions were received in total (including via email and through the Sydney Your Say survey) following the exhibition of the Draft Operational Plan 2024/25 and Draft Resourcing Strategy 2024. 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 noting support for the plans.	The City appreciates and notes this statement of support.	That the submission is noted with no change to the documents as exhibited.
2	<p>A submission was received during the exhibition period from a member of the public concerned with:</p> <ol style="list-style-type: none"> 1. sharing footpaths with cyclists and pedestrian safety, and 2. safety and storage of bike share facilities. 	<ol style="list-style-type: none"> 1. We share these concerns about unsafe behaviour and illegally modified e-bikes. We are allocating resources to specifically work with other authorities (including Fair Trading, Safe Work NSW and NSW Police), companies and people riding to improve safety and compliance. 2. City staff are working with bike share operators to implement mandatory designated bike share parking spaces in busy areas, including on street spaces where walking space is constrained. We are continuing our advocacy to the NSW Government to regulate bike share to enforce a cap on operators and bikes and have performance measures with financial penalties for non-compliance. 	That the submission is noted with no change to the documents as exhibited.

No	Background	Response	Recommendation
3	<p>A submission was received during the exhibition period from a member of the public related to:</p> <ol style="list-style-type: none"> 1. increased greening in developments; and 2. concern with cyclists' behaviour, and 3. the sale of public land. 	<ol style="list-style-type: none"> 1. The sentiment of the submission is noted as general feedback. 2. Only NSW Police can enforce road rules relating to dangerous riding or driving. The City provides education through cycling courses teaching safe and courteous riding, road rules information on our cycling map, and on site education on shared paths two to four times per week. 3. Query was not related to the exhibition of the draft plan. 	<p>That the submission is noted with no change to the documents as exhibited.</p>
4	<p>A submission was received during the exhibition period from a member of the public requesting gaps in cycling routes to be completed.</p>	<p>The Parramatta to CBD foreshore path is a NSW government project. All the sections under the control of the City of Sydney are existing, though within our borders there are sections under the control of other landowners (e.g. Botanic Gardens).</p> <p>We have constructed over half of our regional bike network and we are keen to complete it.</p>	<p>That the submission is noted with no change to the documents as exhibited.</p>

No	Background	Response	Recommendation
5	<p>A submission was received during the exhibition period from a member of the public requesting:</p> <ol style="list-style-type: none"> 1. cycling infrastructure in O’Dea Avenue, Waterloo, and 2. all planned cycling projects to be brought forward as much as possible. 	<ol style="list-style-type: none"> 1. We consulted the community on plans for a cycleway on O’Dea Avenue a year ago (https://www.cityofsydney.nsw.gov.au/proposed-works-maintenance/your-say-new-cycleway-odea-avenue-waterloo) and council approved the project scope in August. We are currently working on the detailed design. 2. We have built over half of our regional bike network and we are keen to complete it. We have been working on ways to deliver the bike network faster and will continue to refine our design and construction approach. 	<p>That the submission is noted with no change to the documents as exhibited.</p>
6	<p>A submission was received during the exhibition period from a member of the public noting support for the City’s cycling plans and cycling infrastructure.</p>	<p>The City appreciates and notes this statement of support.</p>	<p>That the submission is noted with no change to the documents as exhibited.</p>
7	<p>A submission was received during the exhibition period from a member of the public noting support for the City’s affordable housing program.</p>	<p>The City appreciates and notes this statement of support.</p>	<p>That the submission is noted with no change to the documents as exhibited.</p>

No	Background	Response	Recommendation
8	<p>A submission was received during the exhibition period from a member of the public commenting on the cost of the budget for the office of the Lord Mayor.</p>	<p>Submission on the cost of the budget for the Office of the Lord Mayor noted.</p>	<p>That the submission is noted with no change to the documents as exhibited.</p>
9	<p>A submission was received during the exhibition period from a member of the public commenting on:</p> <ol style="list-style-type: none"> 1. the provision of housing, and requesting improvements to: 2. the Wigram Road bridge, and 3. missing path/cycle link Canal Reserve to Tramsheds. 	<ol style="list-style-type: none"> 1. The City is not a provider of social or affordable housing and the operational plan does not call for the City to become a provider. The City uses its planning levers, sells land to community housing providers below cost, and provides grants to increase the amount of affordable housing in the local area. The NSW Government is responsible for social housing and the City advocates for more social housing in the renewal of estates. 2. The City and Inner West Council share ownership of this bridge. The handrail repairs are a precautionary interim response resulting from our condition monitoring of assets. The bridge has significant asset life remaining, and Council is not exploring a bridge renewal at this time. The missing cycleway link on Wigram Road is in most part on sections of Inner West Council road. The City will progress plans for improvements to the bridge handrail and cycleway contingent upon finalising an agreed approach with Inner West Council. The City's Operational Plan 2024/25 includes a funding allocation to design and construct a compliant 	<p>That the submission is noted with no change to the documents as exhibited.</p>

No	Background	Response	Recommendation
		<p>bridge balustrade and traffic barrier, as well as associated kerb, footway and road renewal works.</p> <p>3. Refer response to submission 4 and 5.</p>	
10	<p>A submission was received during the exhibition period from a member of the public commenting on the budget.</p>	<p>Local government rates are councils' largest source of income, and under the NSW rate peg system, annual increases are approved by the Minister for Local Government on the recommendation of the Independent Pricing and Regulatory Tribunal (IPART). A general rate increase of 5.1 per cent has been approved for 2024/25, while this is in line with recent Consumer Price Index (CPI) increases it does not reflect the City's cost experiences of rising labour, materials, contracts, service and construction costs. Existing funds and future surpluses are allocated toward the delivery of the City's largest 10-year capital works program and operational services for the community.</p> <p>Peak parking fees in the CBD are proposed to be increased for 2024/25 at slightly less than CPI. In addition, peak and off peak rates are to be aligned in order to deliver the simplification of rates. This is designed to encourage parking turnover, improve traffic flow and increase the opportunity for parking.</p> <p>Other fees have been set in accordance with Council's pricing policy, which requires consideration of a number of factors including community service obligations, the cost of service</p>	<p>That the submission is noted with no change to the documents as exhibited.</p>

No	Background	Response	Recommendation
		<p>provision. Proposed fee increases are generally limited to CPI or below.</p> <p>As noted above, the City is not a provider of social or affordable housing and the operational plan does not call for the City to become a provider. The City uses its planning levers, sells land to community housing providers below cost, and provides grants to increase the amount of affordable housing in the local area.</p> <p>The spending on the Office of Lord Mayor aligns with the Councillors' Expenses and Facilities Policy endorsed by Council and is reflective of roles and extensive responsibilities of the function.</p> <p>Funding for the library collection is reviewed annually by the libraries team. Current funding has been assessed as sufficient to maintain the high standard delivered by the service.</p> <p>The City has been a long-time supporter and sponsor of the Sydney Gay and Lesbian Mardi Gras Festival, as is the NSW Government. It is a costly event to deliver and relies on funding from both business and government to be financially sustainable. The event is recognised as providing significant economic and cultural benefits to the community.</p> <p>In the 10 year Long Term Financial Plan significant funding is to be set aside towards the construction costs of a future Town Hall Square. The specific legal, financial, design and construction details of</p>	

No	Background	Response	Recommendation
		<p>the project will be finalised closer its commencement, currently forecast to occur in 2035.</p> <p>Council, after many years of careful management, is in a strong financial position. Nonetheless, it faces considerable financial pressures due to cost increases, supply chain constraints, skilled labour shortages and rising service expectations. These challenges are similar to many other government and non-government entities.</p>	
11	<p>A submission was received during the exhibition period from Potts Point Preservation Group commenting on heritage planning.</p>	<p>Heritage is primarily managed through the planning system and the City's Local Strategic Planning Statement sets out the long term direction for management of heritage. The City has a number of heritage studies for 2024/25 which will be reported under operational plan deliverable 4.1.2. These include investigation of post war residential buildings in Potts Point, Elizabeth Bay and Rushcutters Bay, and heritage assessments of Powerhouse Museum, sites in Chinatown and City Architect buildings.</p>	<p>Update operational plan deliverable 4.1.2 to insert 'and consider heritage listings' as follows:</p> <p>Review planning controls for centres, high streets, heritage areas and other strategic precincts, and consider heritage listings to create great places.</p>

No	Background	Response	Recommendation
12	<p>A submission was received during the exhibition period from a member of the public commenting on:</p> <ol style="list-style-type: none"> 1. cost of living measures, and 2. requesting the City use unoccupied buildings for emergency accommodation. 	<ol style="list-style-type: none"> 1. Refer to the City of Sydney Fees and Charges – Revenue Policy; Waiving, discounting or reducing fees. As noted in the policy: 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. 2. Housing and addressing homelessness is the responsibility of the NSW Government – Homes NSW. The City owns a small number of residential properties. We are in the process of selling these residential properties at a discount to not-for-profit groups and community housing providers for affordable and diverse housing. One other dwelling is being sold at market value and funds from the sale will go towards our affordable and diverse housing fund. All other City of Sydney residential properties are leased or being leased to artists at subsidised rates through our grants programs. 	<p>That the submission is noted with no change to the documents as exhibited.</p>

No	Background	Response	Recommendation
13	<p>A submission was received during the exhibition period from a member of the public requesting assistance for the homeless.</p>	<p>Housing and addressing homelessness are the responsibility of the NSW Government – Homes NSW.</p> <p>The City of Sydney was the first council in Australia with a dedicated homelessness unit and has been assisting people sleeping rough in the inner city for many years.</p> <p>Our homelessness unit currently consists of 7 employees.</p> <p>Every day our public space liaison officers check in on people sleeping rough in the city and link them up with services and organisations that can further assist them. These officers have social work backgrounds and carry out their role with compassion and respect.</p> <p>We invest more than \$2.4 million each year to reduce homelessness and its impacts, and to support specialist homelessness services in our local area.</p> <p>We also make additional funding available to organisations working to support people experiencing or at risk of experiencing homelessness through numerous grants programs and accommodation and planning initiatives.</p>	<p>That the submission is noted with no change to the documents as exhibited.</p>

No	Background	Response	Recommendation
14	<p>A submission was received during the exhibition period from the Surry Hills Business Alliance commenting on:</p> <ol style="list-style-type: none"> 1. commercial rates, 2. street cleansing, and 3. the budget. 	<ol style="list-style-type: none"> 1. Rates increase each year by the rate peg determined by the Independent Pricing and Regulatory Tribunal, while valuations changes that occur every 3 years will impact the distribution of rates. The 2024/25 rating year is not impacted by a general revaluation. 2. The City of Sydney regularly cleans streets and lanes across our local area, using both manual and mechanical sweepers. We have response trucks that remove illegally dumped rubbish, and staff use steam cleaning equipment to remove stains and odours from the roads and footpaths. We also empty street litter bins. 3. Noted. The Integrated Planning and Reporting Framework provides the mechanism for the implementation of Sustainable Sydney 2030-2050 Continuing the Vision. <p>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.</p> <p>It guides all our other strategies and plans. It was developed with, and on behalf of, the communities we serve.</p> <p>This plan identifies the community's main priorities and aspirations and the strategies we can take to achieve these.</p>	<p>That the submission is noted with no change to the documents as exhibited.</p>

No	Background	Response	Recommendation
		<p>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.</p> <p>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.</p>	
15	<p>A submission was received during the exhibition period from a member of the public requesting improvements to traffic flow in Redfern.</p>	<p>The City's Access Strategy and Action Plan outlines our vision for reducing unnecessary through traffic in our area, to keep people connected but also create the highest quality places for our residents and businesses.</p> <p>The City is advocating for improved transport connections between its southern areas and the city centre – including Metro to Zetland and Green Square light rail. These projects would provide the appropriate transport connections between those areas, reducing through traffic on streets such as Redfern, Chalmers, Regent and Gibbons Streets.</p>	<p>That the submission is noted with no change to the documents as exhibited.</p>

No	Background	Response	Recommendation
16	<p>A submission was received during the exhibition period from a member of the public requesting:</p> <ol style="list-style-type: none"> 1. the City cease production of its newsletter 2. opening public toilets 24 hours a day 3. improvements to local flooding 4. the City use unoccupied buildings for emergency accommodation 5. speeding up development 6. a phone app, and 7. providing information to new residents on council services. 	<ol style="list-style-type: none"> 1. Noted. Sydney City News provides the community with updates on projects we're working on, latest news and upcoming events in our local area. 2. The opening hours of public toilets are determined by the location of the toilet, safety considerations and community demand for facilities. Generally automated public toilets are open 24 hours a day, public toilets in parks are open between sunrise and sunset and public toilets in City owned buildings are available for public use during opening hours of the building. 3. The City has completed Flood Studies and Floodplain Risk Management Studies and Plans for the entire local government area. Flood levels and impacts for various rain events are fully assessed in keeping with NSW Government requirements. These plans set priorities and funding required to address known flooding. The City has staff that do monitor flood levels when rain events occur and we compare these to our flood assessments. The City is soon to commence a full review of all flood studies and plans, and this will include opportunities for further community input on future flood mitigation priorities. 4. See response to submission 12.2. 5. Four new senior planner positions and a fast-track team manager have been added to the 	<p>That the submission is noted with no change to the documents as exhibited.</p>

No	Background	Response	Recommendation
		<p>City's establishment. Existing staff resources have been reorganised to improve processes and support faster determination times.</p> <p>6. Our online forms are mobile enabled and responsive. We encourage residents to create an account on our new online platform which includes automatic status updates as we work through a service request.</p> <p>7. Information for all residents and access to City Connect, our online services are available on the City website. We are exploring methods to deliver digital information to community members based on their individual preferences and interests. Personalisation and the increased use of these digital notifications are important for improving the effectiveness of communications to the community, including new residents.</p>	

Attachment D

**Register of proposed changes to Draft
Integrated Planning and Reporting
documents**

Attachment D - Register of proposed changes to draft IPR documents

A small number of edits are proposed to the integrated planning and reporting documents as exhibited. These are outlined in the table below.

Categories of edits include: statutory change, minor edit, amendment, additional information and clarification.

Changes in line with the City's editorial guidelines such as page breaks, de-capitalisation (changing from upper to lower case), replacing spelt numbers with numbers and removing or adding full stops, commas and ampersands are not included in the tables below.

Edits made to the documents presented to May Committee meeting prior to exhibition

Ref No	Impacted documents and page number	Issue / action	Category
1.	People Strategy cover image	Image removed for exhibition – to be replaced.	Minor edit

Edits proposed to documents that have been exhibited

Ref No	Impacted documents and page number	Issue / action	Category
1.	Operational Plan – fees and charges index and schedule page 4	Planning Assessments fees - change to wording of Fee group. Addition of a reference to section 4.55(2) of the EP&A Act; now to read: MODIFICATION OF DA - EP&A Act 1979 - sections 4.55(2) & 4.56(1)	Statutory change
2.	Operational Plan – fees and charges schedule page 118	Sustainability fees Building Upgrade Finance / Other Charges Rewording of 'Late Payment fee'; revision of hardcoded fee amount to remove '\$' and change '&' to 'plus;' now to read: '64.00 plus court fees'	Statutory change
3.	New appendix to Community Asset Management Plan and AMP page 6.	Asset Management Policy added as Appendix 1 to Community Asset Management Plan. Page AMP 6 last paragraph updated to refer to appendix.	Additional information

Ref No	Impacted documents and page number	Issue / action	Category
4.	Fees and charges Appendix 2 page 17	On 8 April 2024 Council resolved to submit the name “Butterscotch Park to the Geographical Names Board for assessment. “Allsorts Park” has been amended to “Butterscotch Park” in the Fees and charges Appendix 2.	Amendment
5.	People Strategy cover image	New image on cover of People Strategy and image acknowledgement added to page 2.	Minor edit
6.	Operational Plan – various pages	Some corrections to responsible Divisions. For example: Footway dining in the city centre ^α m2 ^α - ^α Chief Operations Office City Planning, Development and Transport ^α	Minor edit
7.	Operational Plan – page 74	Change “benchmark” to “baseline” to align wording with other measures in the Operational plan. For example: Private dwellings in the LGA [¶] Benchmark Baseline 121,725 June 2021 ^α	Minor edit
8.	Operational Plan – page 46	Update deliverable 4.1.2 to insert ‘and consider heritage listings’ as follows: Review planning controls for centres, high streets, heritage areas and other strategic precincts, <i>and consider heritage listings</i> to create great places.	Clarification

Ref No	Impacted documents and page number	Issue / action	Category										
9.	Operational Plan – Revenue Policy page 105	<p>In the Schedule of Fees and Charges that were placed on public exhibition new charges were proposed in areas where a reduced residential waste service is available, due to the physical characteristics of the building or area. Staff have further reviewed these fees during the exhibition period and identified that they may give rise to unintended consequences, including unintended additional costs for some residents. It is proposed that these charges not proceed in 2024/25 year and staff will undertake further work in the coming year to determine what charges, if any, are appropriate for inclusion in 2025/26.</p> <p>Remove the following:</p> <p>Domestic Waste Charge - Limited Service (General domestic waste management, Waste education, Waste disposal drop-offs, No bin collections, No bookable waste collections.), Charge per dwelling \$83.75, Estimated yield \$29,313</p> <p>Domestic Waste Charge - Reduced Service (General domestic waste management, Waste education, Waste disposal drop-offs, Bookable waste collections, No bin collections.), Charge per dwelling \$167.50, Estimated yield \$167,500</p> <p>Update Estimated yield from \$20,616,096 to \$20,315,808 for the following charge:</p> <p>Standard domestic waste charge (between 81 – 160L garbage waste per dwelling per week), 2 x weekly collections</p>	Amendment										
10.	Operational Plan – Fees and Charges page Fees 58	<p>Per 9 above, remove the following:</p> <table border="0" data-bbox="496 1485 1193 1675"> <tr> <td data-bbox="496 1485 853 1570">Domestic Waste Charge - Limited Service <i>(The service provided does not include bin collections or bookable waste collections. The service does include: general domestic waste management, waste education, and waste disposal drop-offs).</i></td> <td data-bbox="853 1485 925 1518">Full Cost</td> <td data-bbox="925 1485 1082 1518">annual, per dwelling</td> <td data-bbox="1082 1485 1141 1518">83.75</td> <td data-bbox="1141 1485 1193 1518">0%</td> </tr> <tr> <td data-bbox="496 1574 853 1675">Domestic Waste Charge - Reduced Service <i>(The service provided does not include bin collections. The service does include: general domestic waste management, waste education, waste disposal drop-offs, and bookable waste collections).</i></td> <td data-bbox="853 1574 925 1608">Full Cost</td> <td data-bbox="925 1574 1082 1608">annual, per dwelling</td> <td data-bbox="1082 1574 1141 1608">167.50</td> <td data-bbox="1141 1574 1193 1608">0%</td> </tr> </table>	Domestic Waste Charge - Limited Service <i>(The service provided does not include bin collections or bookable waste collections. The service does include: general domestic waste management, waste education, and waste disposal drop-offs).</i>	Full Cost	annual, per dwelling	83.75	0%	Domestic Waste Charge - Reduced Service <i>(The service provided does not include bin collections. The service does include: general domestic waste management, waste education, waste disposal drop-offs, and bookable waste collections).</i>	Full Cost	annual, per dwelling	167.50	0%	Amendment
Domestic Waste Charge - Limited Service <i>(The service provided does not include bin collections or bookable waste collections. The service does include: general domestic waste management, waste education, and waste disposal drop-offs).</i>	Full Cost	annual, per dwelling	83.75	0%									
Domestic Waste Charge - Reduced Service <i>(The service provided does not include bin collections. The service does include: general domestic waste management, waste education, waste disposal drop-offs, and bookable waste collections).</i>	Full Cost	annual, per dwelling	167.50	0%									