

# **Attachment B**

**Integrated Planning and Reporting  
2019/20 Amended Financial  
Schedules**

## City of Sydney Income Statement

	\$'M	2019-20	2020-21	2021-22	2022-23	4 Year Total	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	10 Year Total
<b>Income from Continuing Operations</b>													
Rates & Annual Charges		355.8	364.9	374.3	383.9	1,479.0	393.8	403.9	414.2	424.8	435.7	446.9	3,998.4
Fees		119.8	121.4	124.4	127.4	493.0	130.5	134.0	137.6	141.3	145.2	149.1	1,330.6
Interest Income		14.3	10.7	8.8	11.6	45.5	13.3	12.8	11.6	10.2	8.7	7.6	109.6
Other Income		119.8	124.5	130.0	133.3	507.6	136.6	142.9	147.2	151.6	158.5	164.4	1,408.8
Grants and Contributions provided for Capital Purposes		68.0	59.4	55.2	39.4	222.0	38.7	42.0	41.7	39.7	40.0	40.0	464.0
Grants and Contributions provided for Operating Purposes		14.0	14.3	14.6	14.9	57.8	15.2	15.6	16.0	16.4	16.8	17.2	154.9
<b>Total Income from Continuing Operations</b>		<b>691.7</b>	<b>695.3</b>	<b>707.3</b>	<b>710.5</b>	<b>2,804.8</b>	<b>728.0</b>	<b>751.2</b>	<b>768.2</b>	<b>784.0</b>	<b>804.9</b>	<b>825.2</b>	<b>7,466.3</b>
<b>Expenses from Continuing Operations</b>													
Employee		252.9	256.4	261.4	269.2	1,039.8	277.9	286.0	295.6	304.4	314.9	326.1	2,844.6
Borrowing		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Materials and Contracts		117.9	124.8	129.5	133.8	506.0	137.6	142.1	146.6	151.2	155.9	160.2	1,399.6
Depreciation Expense		107.5	112.0	115.5	116.8	451.8	118.0	121.3	121.8	123.4	123.9	127.4	1,187.7
Other Expenditure		136.0	140.0	139.3	142.8	558.1	143.6	149.2	152.0	156.3	160.9	167.1	1,487.2
Light Rail Contribution to NSW Government		40.9	0.2	0.0	0.0	41.1	0.0	0.0	0.0	0.0	0.0	0.0	41.1
<b>Total Expenses from Continuing Operations</b>		<b>655.3</b>	<b>633.3</b>	<b>645.7</b>	<b>662.6</b>	<b>2,596.8</b>	<b>677.1</b>	<b>698.6</b>	<b>716.0</b>	<b>735.3</b>	<b>755.5</b>	<b>780.9</b>	<b>6,960.2</b>
<b>Net Operating Result for the Year</b>		<b>36.5</b>	<b>62.0</b>	<b>61.7</b>	<b>47.9</b>	<b>208.0</b>	<b>51.0</b>	<b>52.6</b>	<b>52.2</b>	<b>48.8</b>	<b>49.3</b>	<b>44.2</b>	<b>506.1</b>
<i>Net Operating Result (excl Light Rail Contribution)</i>		<i>77.4</i>	<i>62.2</i>	<i>61.7</i>	<i>47.9</i>	<i>249.1</i>	<i>51.0</i>	<i>52.6</i>	<i>52.2</i>	<i>48.8</i>	<i>49.3</i>	<i>44.2</i>	<i>547.2</i>

### 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.

A major non-cash item that may impact the City's financial results is the incremental increase / decrease arising from the annual market revaluation of the City's investment properties. The recognition of this valuation change will have no impact upon the budgeted funds available for the Council and is therefore excluded from the annual budget and future years' financial estimates.

The accounting treatment of the City's \$220M contribution to the NSW Governments Light Rail project (budgeted within the City's capital works program) is reflected as a separate line item in the statement below. The City's operating result is shown below both inclusive and exclusive of this item.

# City of Sydney

## Detailed Income and Expenditure

	\$'M	2019-20	2020-21	2021-22	2022-23	4 Year Total	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	10 Year Total
<b>Operating Income</b>													
Advertising Income		9.2	12.5	12.8	13.1	47.5	13.4	13.7	14.0	14.3	14.6	15.0	132.4
Annual Charges		56.3	58.0	59.7	61.4	235.5	63.2	65.1	67.0	68.9	70.9	73.0	643.6
Aquatic Facilities Income		1.1	0.5	0.5	0.5	2.5	0.5	0.5	0.5	0.6	0.6	0.6	5.8
Building & Development Application Income		6.1	6.2	6.4	6.6	25.3	6.7	6.9	7.1	7.3	7.6	7.8	68.8
Building Certificate		1.0	1.0	1.1	1.1	4.2	1.1	1.1	1.2	1.2	1.3	1.3	11.4
Child Care Fees		1.7	1.7	1.8	1.8	7.0	1.9	1.9	2.0	2.0	2.1	2.2	19.0
Commercial Properties		77.7	81.5	86.0	88.1	333.2	90.3	95.2	98.1	101.0	106.4	110.7	934.8
Enforcement Income		40.9	41.8	42.8	43.9	169.4	45.0	46.3	47.7	49.1	50.6	52.1	460.2
Grants and Contributions		14.0	14.3	14.6	14.9	57.8	15.2	15.6	16.0	16.4	16.8	17.2	154.9
Health Related Income		1.7	1.7	1.8	1.8	6.9	1.8	1.9	2.0	2.0	2.1	2.1	18.9
Library Income		0.2	0.2	0.2	0.2	0.8	0.2	0.2	0.2	0.2	0.2	0.2	2.1
Other Building Fees		9.2	9.4	9.6	9.9	38.1	10.1	10.4	10.7	11.0	11.4	11.7	103.5
Other Fees		5.8	5.9	6.1	6.2	24.1	6.4	6.6	6.8	7.0	7.2	7.4	65.5
Other Income		0.6	0.6	0.6	0.7	2.5	0.7	0.7	0.7	0.7	0.8	0.8	6.9
Parking Meter Income		39.4	39.8	40.6	41.4	161.2	42.2	43.1	44.0	44.8	45.7	46.6	427.7
Parking Station Income		10.2	10.5	10.8	11.1	42.7	11.5	11.8	12.2	12.5	12.9	13.3	116.9
Private Work Income		6.5	6.6	6.8	7.0	26.9	7.1	7.4	7.6	7.8	8.0	8.3	73.0
Rates - Business CBD		161.5	165.9	170.0	174.3	671.8	178.6	183.1	187.7	192.4	197.2	202.1	1,813.0
Rates - Business Other		66.0	67.4	69.1	70.8	273.2	72.5	74.4	76.2	78.1	80.1	82.1	736.6
Rates - Residential		71.9	73.7	75.5	77.4	298.5	79.4	81.3	83.3	85.4	87.5	89.7	805.2
Sponsorship Income		0.6	0.6	0.6	0.7	2.5	0.7	0.7	0.7	0.7	0.8	0.8	6.8
Venue/Facility Income		10.9	11.1	11.4	11.7	45.1	12.0	12.3	12.7	13.1	13.5	13.9	122.5
Work Zone		14.9	12.2	12.6	13.0	52.7	13.4	14.0	14.5	15.1	15.6	16.2	141.6
Value in Kind - Revenue		1.9	2.0	2.0	2.1	7.9	2.1	2.2	2.2	2.3	2.4	2.4	21.6
<b>Total Operating Income</b>		<b>609.5</b>	<b>625.1</b>	<b>643.3</b>	<b>659.5</b>	<b>2,537.4</b>	<b>676.1</b>	<b>696.4</b>	<b>715.0</b>	<b>734.1</b>	<b>756.1</b>	<b>777.6</b>	<b>6,892.7</b>
<b>Operating Expenditure</b>													
Salaries and Wages		205.5	207.6	211.1	217.3	841.4	224.4	231.8	239.5	247.6	256.2	265.5	2,306.4
Other Employee Related Costs		2.1	2.2	2.2	2.3	8.8	2.3	2.4	2.5	2.5	2.6	2.7	23.8
Employee Oncosts		6.7	7.0	7.3	7.6	28.6	7.9	8.2	8.5	8.8	9.2	9.5	80.7
Agency Contract Staff		9.2	9.4	9.7	9.9	38.3	10.2	10.5	10.8	11.1	11.5	11.8	104.1
Superannuation		22.2	22.9	23.7	24.5	93.3	25.3	25.1	26.0	25.7	26.6	27.5	249.6
Travelling		0.3	0.3	0.3	0.3	1.3	0.4	0.4	0.4	0.4	0.4	0.4	3.6
Workers Compensation Insurance		4.2	4.2	4.3	4.5	17.2	4.6	4.7	4.8	5.0	5.1	5.3	46.7
Fringe Benefit Tax		0.7	0.7	0.7	0.8	2.9	0.8	0.8	0.8	0.8	0.9	0.9	7.9
Training Costs (excluding salaries)		1.9	2.0	2.0	2.1	8.0	2.1	2.2	2.3	2.3	2.4	2.5	21.8
<b>Salary Expense</b>		<b>252.9</b>	<b>256.4</b>	<b>261.4</b>	<b>269.2</b>	<b>1,039.8</b>	<b>277.9</b>	<b>286.0</b>	<b>295.6</b>	<b>304.4</b>	<b>314.9</b>	<b>326.1</b>	<b>2,844.6</b>

**City of Sydney**  
Detailed Income and Expenditure

	\$'M	2019-20	2020-21	2021-22	2022-23	4 Year Total	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	10 Year Total
<b>Operating Expenditure</b> (continued)													
Bad & Doubtful Debts		0.4	0.4	0.4	0.4	1.5	0.4	0.4	0.4	0.4	0.4	0.4	3.8
Consultancies		5.5	5.6	5.8	5.9	22.8	6.1	6.2	6.4	6.6	6.8	7.0	62.0
Enforcement & Infringement Costs		9.8	10.0	10.3	10.5	40.7	10.8	11.1	11.5	11.8	12.2	12.5	110.6
Event Related Expenditure		15.3	15.6	16.0	16.4	63.2	16.8	17.3	17.8	18.3	18.9	19.4	171.7
Expenditure Recovered		(8.3)	(5.3)	(5.4)	(5.6)	(24.6)	(5.7)	(5.9)	(6.1)	(6.2)	(6.4)	(6.6)	(61.6)
Facility Management		6.5	6.6	6.8	6.9	26.7	7.1	7.3	7.5	7.8	8.0	8.2	72.7
General Advertising		1.8	1.8	1.9	1.9	7.5	2.0	2.0	2.1	2.2	2.2	2.3	20.3
Governance		2.1	3.7	2.2	2.2	10.2	2.3	4.0	2.4	2.5	2.6	4.3	28.3
Government Authority Charges		7.3	7.4	7.6	7.8	30.1	8.0	8.2	8.5	8.7	9.0	9.3	81.7
Grants, Sponsorships and Donations		16.9	20.3	17.7	18.2	73.1	18.7	19.3	19.8	20.4	21.1	21.7	194.1
Infrastructure Maintenance		42.4	44.1	45.8	47.3	179.5	48.5	49.9	51.4	52.8	54.4	56.0	492.5
Insurance		3.2	3.3	3.3	3.4	13.2	3.6	3.7	3.8	3.9	4.0	4.1	36.2
IT Related Expenditure		13.1	13.4	13.7	14.1	54.3	14.4	14.8	15.3	15.8	16.2	16.7	147.6
Legal Fees		4.2	4.3	4.4	4.5	17.5	4.6	4.8	4.9	5.1	5.2	5.4	47.6
Operational Contingencies		5.5	3.5	3.5	3.5	16.0	3.5	3.5	3.5	3.5	3.5	3.5	37.0
Other Asset Maintenance		2.6	2.3	2.3	2.4	9.6	2.5	2.5	2.6	2.7	2.8	2.8	25.5
Other Operating Expenditure		12.8	12.0	12.3	12.6	49.8	10.2	10.5	10.8	11.2	11.5	11.8	115.8
Postage & Couriers		1.6	1.6	1.7	1.7	6.5	1.7	1.8	1.8	1.9	2.0	2.0	17.8
Printing & Stationery		2.2	2.3	2.3	2.4	9.2	2.4	2.5	2.6	2.7	2.7	2.8	24.9
Project Management & Other Project Costs		1.3	1.3	1.4	1.4	5.4	1.4	1.5	1.5	1.6	1.6	1.7	14.7
Property Related Expenditure		29.6	31.3	32.3	33.2	126.3	34.0	35.0	36.1	37.2	38.3	39.4	346.4
Service Contracts		18.1	19.1	20.4	21.7	79.4	22.8	23.9	25.1	26.3	27.3	28.0	232.6
Stores & Materials		5.3	5.4	5.6	5.7	22.0	5.9	6.0	6.2	6.4	6.6	6.8	59.9
Surveys & Studies		2.4	2.4	2.5	2.5	9.8	2.6	2.7	2.8	2.8	2.9	3.0	26.7
Telephone Charges		2.8	2.8	2.9	3.0	11.5	3.1	3.2	3.3	3.3	3.4	3.6	31.4
Utilities		12.6	13.0	13.3	13.7	52.6	14.1	14.5	15.0	15.4	15.9	16.4	144.0
Vehicle Maintenance		2.8	2.9	2.9	3.0	11.6	3.1	3.2	3.3	3.4	3.5	3.6	31.5
Waste Disposal Charges		22.1	22.7	23.4	24.1	92.3	24.8	25.6	26.4	27.1	28.0	28.8	253.0
Value in Kind - Expenditure		1.9	2.0	2.0	2.1	7.9	2.1	2.2	2.2	2.3	2.4	2.4	21.6
<b>Expenditure</b>		<b>243.6</b>	<b>255.8</b>	<b>259.3</b>	<b>267.1</b>	<b>1,025.8</b>	<b>271.7</b>	<b>281.8</b>	<b>288.9</b>	<b>297.7</b>	<b>306.8</b>	<b>317.3</b>	<b>2,789.9</b>
<b>Total Operating Expenditure (Excl Depreciation)</b>		<b>496.6</b>	<b>512.2</b>	<b>520.6</b>	<b>536.2</b>	<b>2,065.6</b>	<b>549.6</b>	<b>567.8</b>	<b>584.5</b>	<b>602.1</b>	<b>621.6</b>	<b>643.4</b>	<b>5,634.5</b>
<b>Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)</b>		<b>112.9</b>	<b>112.9</b>	<b>122.7</b>	<b>123.2</b>	<b>471.8</b>	<b>126.5</b>	<b>128.6</b>	<b>130.5</b>	<b>132.0</b>	<b>134.5</b>	<b>134.2</b>	<b>1,258.1</b>

# City of Sydney

## Detailed Income and Expenditure

	\$'M	2019-20	2020-21	2021-22	2022-23	4 Year Total	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	10 Year Total
<b>Operating Surplus/(Deficit)</b>		<b>112.9</b>	<b>112.9</b>	<b>122.7</b>	<b>123.2</b>	<b>471.8</b>	<b>126.5</b>	<b>128.6</b>	<b>130.5</b>	<b>132.0</b>	<b>134.5</b>	<b>134.2</b>	<b>1,258.1</b>
<b>Add Additional Income:</b>													
Interest		14.3	10.7	8.8	11.6	45.5	13.3	12.8	11.6	10.2	8.7	7.6	109.6
Grants and Contributions provided for Capital Purposes		68.0	59.4	55.2	39.4	222.0	38.7	42.0	41.7	39.7	40.0	40.0	464.0
<b>Less Additional Expenses:</b>													
Capital Project Related Costs		10.3	9.0	9.5	9.5	38.3	9.5	9.5	9.8	9.8	10.0	10.1	96.9
Depreciation Expense		107.5	112.0	115.5	116.8	451.8	118.0	121.3	121.8	123.4	123.9	127.4	1,187.7
Light Rail Contribution to NSW Government		40.9	0.2	0.0	0.0	41.1	0.0	0.0	0.0	0.0	0.0	0.0	41.1
<b>Net Operating Surplus/(Deficit)</b>		<b>36.5</b>	<b>62.0</b>	<b>61.7</b>	<b>47.9</b>	<b>208.0</b>	<b>51.0</b>	<b>52.6</b>	<b>52.2</b>	<b>48.8</b>	<b>49.3</b>	<b>44.2</b>	<b>506.1</b>

# City of Sydney

## Operating Budget

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

	2019/20	2019/20	2019/20	2020/21	2021/22	2022/23	4 Year Total	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	10 Year Total
<b>City Life</b>	<b>13.8</b>	<b>81.1</b>	<b>(67.3)</b>	<b>(72.1)</b>	<b>(69.1)</b>	<b>(71.2)</b>	<b>(279.7)</b>	<b>(73.4)</b>	<b>(75.9)</b>	<b>(78.4)</b>	<b>(81.0)</b>	<b>(83.6)</b>	<b>(86.5)</b>	<b>(758.4)</b>
Creative City	5.4	33.5	(28.1)	(29.4)	(30.3)	(31.2)	(119.1)	(32.2)	(33.2)	(34.3)	(35.4)	(36.6)	(37.8)	(328.6)
Grants and Sponsorship	0.1	17.9	(17.9)	(21.3)	(18.8)	(19.3)	(77.3)	(19.8)	(20.4)	(21.1)	(21.7)	(22.4)	(23.0)	(205.7)
Social Programs and Services	7.8	20.1	(12.3)	(12.1)	(10.5)	(10.9)	(45.8)	(11.3)	(11.7)	(12.2)	(12.6)	(13.1)	(13.7)	(120.4)
City Business & Safety	0.1	3.9	(3.8)	(3.9)	(4.0)	(4.1)	(15.7)	(4.2)	(4.4)	(4.5)	(4.7)	(4.8)	(5.0)	(43.3)
City Life Management	0.0	2.1	(2.1)	(2.2)	(2.2)	(2.3)	(8.8)	(2.4)	(2.5)	(2.5)	(2.6)	(2.7)	(2.8)	(24.3)
Sustainability Programs	0.5	3.5	(3.1)	(3.2)	(3.3)	(3.4)	(12.9)	(3.5)	(3.6)	(3.8)	(3.9)	(4.1)	(4.2)	(36.0)
<b>City Services</b>	<b>142.2</b>	<b>198.0</b>	<b>(55.9)</b>	<b>(60.1)</b>	<b>(62.9)</b>	<b>(65.8)</b>	<b>(244.6)</b>	<b>(65.8)</b>	<b>(68.6)</b>	<b>(71.6)</b>	<b>(74.5)</b>	<b>(77.7)</b>	<b>(81.2)</b>	<b>(684.0)</b>
Venue Management	9.8	5.7	4.1	4.1	4.2	4.3	16.7	4.3	4.5	4.6	4.7	4.8	4.9	44.4
Security & Emergency Management	3.0	6.2	(3.2)	(3.3)	(3.4)	(3.5)	(13.4)	(3.6)	(3.7)	(3.9)	(4.0)	(4.1)	(4.3)	(37.0)
City Rangers	40.4	27.3	13.1	13.2	13.4	13.6	53.3	13.8	14.1	14.4	14.8	15.1	15.5	141.1
Parking and Fleet Services	49.6	16.8	32.8	33.1	33.8	34.4	134.2	35.1	35.7	36.3	36.9	37.6	38.2	353.9
City Greening and Leisure	1.8	34.0	(32.2)	(34.3)	(35.6)	(36.6)	(138.8)	(37.7)	(38.9)	(40.1)	(41.4)	(42.7)	(44.0)	(383.4)
City Services Management	0.0	0.7	(0.7)	(0.5)	(0.3)	(0.1)	(1.6)	(0.0)	0.1	0.2	0.3	0.4	0.3	(0.4)
City Infrastructure and Traffic Operations (CITO)	34.7	40.2	(5.5)	(6.3)	(7.1)	(7.8)	(26.6)	(5.5)	(5.9)	(6.3)	(6.6)	(7.1)	(7.5)	(65.6)
Cleansing & Waste	2.8	66.3	(63.5)	(65.2)	(67.1)	(69.1)	(265.0)	(71.2)	(73.5)	(75.8)	(78.2)	(80.7)	(83.2)	(727.6)
City Services Strategy	0.0	0.8	(0.8)	(0.8)	(0.9)	(0.9)	(3.4)	(0.9)	(0.9)	(1.0)	(1.0)	(1.0)	(1.1)	(9.3)
<b>City Projects and Property</b>	<b>78.0</b>	<b>62.4</b>	<b>15.5</b>	<b>15.8</b>	<b>18.1</b>	<b>18.3</b>	<b>67.7</b>	<b>18.5</b>	<b>21.2</b>	<b>21.7</b>	<b>22.3</b>	<b>25.2</b>	<b>27.0</b>	<b>203.7</b>
City Property	78.0	53.2	24.8	25.2	27.8	28.3	106.1	28.9	32.0	32.9	33.9	37.2	39.5	310.5
CPP - Infrastructure Delivery	0.0	0.8	(0.8)	(0.7)	(0.7)	(0.7)	(3.0)	(0.8)	(0.8)	(0.9)	(0.9)	(0.9)	(1.0)	(8.2)
CPP - Development and Strategy	0.0	3.3	(3.3)	(3.4)	(3.5)	(3.6)	(13.7)	(3.7)	(3.8)	(3.9)	(4.0)	(4.2)	(4.3)	(37.5)
CPP - Professional Services	0.0	5.1	(5.1)	(5.3)	(5.5)	(5.7)	(21.7)	(6.0)	(6.2)	(6.4)	(6.6)	(6.9)	(7.1)	(61.0)
<b>City Planning Development and Transport</b>	<b>18.1</b>	<b>44.4</b>	<b>(26.4)</b>	<b>(27.2)</b>	<b>(28.2)</b>	<b>(29.3)</b>	<b>(111.0)</b>	<b>(30.4)</b>	<b>(31.5)</b>	<b>(32.7)</b>	<b>(33.9)</b>	<b>(35.1)</b>	<b>(36.4)</b>	<b>(311.1)</b>
Health & Building	2.5	15.2	(12.7)	(13.1)	(13.5)	(14.0)	(53.3)	(14.5)	(15.0)	(15.6)	(16.1)	(16.7)	(17.3)	(148.5)
Planning Assessments	6.0	14.7	(8.7)	(8.9)	(9.2)	(9.5)	(36.2)	(9.9)	(10.3)	(10.7)	(11.1)	(11.5)	(11.9)	(101.5)
Strategic Planning and Urban Design	0.6	7.2	(6.6)	(6.8)	(7.0)	(7.3)	(27.7)	(7.5)	(7.8)	(8.0)	(8.3)	(8.6)	(8.9)	(76.8)
City Access	0.2	4.7	(4.5)	(4.6)	(4.7)	(4.9)	(18.6)	(5.0)	(5.2)	(5.3)	(5.5)	(5.7)	(5.9)	(51.2)
Construction & Building Certification Services	8.7	2.6	6.1	6.1	6.3	6.4	24.9	6.5	6.7	6.9	7.1	7.3	7.5	66.9

# City of Sydney

## Operating Budget

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

	2019/20			2020/21	2021/22	2022/23	4 Year Total	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	10 Year Total
	\$M	Income	Expenditure	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)
<b>Chief Executive Office</b>	<b>0.1</b>	<b>19.4</b>	<b>(19.4)</b>	<b>(19.8)</b>	<b>(20.4)</b>	<b>(21.0)</b>	<b>(80.7)</b>	<b>(21.6)</b>	<b>(22.4)</b>	<b>(23.1)</b>	<b>(23.9)</b>	<b>(24.7)</b>	<b>(25.6)</b>	<b>(222.1)</b>
Office of the Lord Mayor	0.0	3.7	(3.7)	(3.9)	(4.0)	(4.1)	(15.7)	(4.3)	(4.4)	(4.5)	(4.7)	(4.9)	(5.0)	(43.5)
Chief Executive Office	0.0	1.5	(1.5)	(1.6)	(1.6)	(1.7)	(6.4)	(1.7)	(1.8)	(1.9)	(1.9)	(2.0)	(2.0)	(17.8)
Engagement	0.0	5.7	(5.7)	(5.8)	(6.0)	(6.2)	(23.7)	(6.4)	(6.6)	(6.8)	(7.1)	(7.3)	(7.6)	(65.5)
Secretariat	0.0	1.1	(1.1)	(1.0)	(1.0)	(1.1)	(4.2)	(1.1)	(1.2)	(1.2)	(1.2)	(1.3)	(1.3)	(11.5)
Councillor Support	0.0	2.2	(2.2)	(2.2)	(2.3)	(2.4)	(9.0)	(2.4)	(2.5)	(2.6)	(2.7)	(2.7)	(2.8)	(24.8)
Marketing	0.1	5.3	(5.2)	(5.3)	(5.5)	(5.6)	(21.6)	(5.7)	(5.9)	(6.1)	(6.3)	(6.5)	(6.8)	(59.0)
<b>Chief Operations Office</b>	<b>0.4</b>	<b>18.7</b>	<b>(18.2)</b>	<b>(17.9)</b>	<b>(18.0)</b>	<b>(18.6)</b>	<b>(72.7)</b>	<b>(19.3)</b>	<b>(20.0)</b>	<b>(20.7)</b>	<b>(21.4)</b>	<b>(22.2)</b>	<b>(23.0)</b>	<b>(199.3)</b>
Chief Operations Office	0.4	2.2	(1.9)	(2.0)	(2.0)	(2.1)	(8.0)	(2.2)	(2.3)	(2.3)	(2.4)	(2.5)	(2.6)	(22.3)
Sustainability	0.0	2.1	(2.1)	(2.0)	(2.1)	(2.2)	(8.5)	(2.3)	(2.3)	(2.4)	(2.5)	(2.6)	(2.7)	(23.2)
Strategy and Urban Analytics	0.0	3.9	(3.9)	(3.8)	(3.9)	(4.0)	(15.6)	(4.2)	(4.3)	(4.5)	(4.6)	(4.8)	(5.0)	(42.9)
City Design	0.0	3.1	(3.1)	(3.0)	(3.1)	(3.2)	(12.4)	(3.3)	(3.4)	(3.6)	(3.7)	(3.8)	(3.9)	(34.1)
Green Square	0.0	0.8	(0.8)	(0.6)	(0.7)	(0.7)	(2.8)	(0.7)	(0.7)	(0.8)	(0.8)	(0.8)	(0.9)	(7.5)
City Transformation	0.0	0.7	(0.7)	(0.5)	(0.5)	(0.6)	(2.3)	(0.6)	(0.6)	(0.7)	(0.7)	(0.7)	(0.7)	(6.3)
Green Infrastructure	0.0	0.9	(0.9)	(0.9)	(0.5)	(0.5)	(2.8)	(0.6)	(0.6)	(0.6)	(0.7)	(0.7)	(0.8)	(6.8)
Project Management Office	0.0	0.3	(0.3)	(0.4)	(0.4)	(0.4)	(1.4)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	(0.5)	(4.0)
Strategic Community Engagement	0.0	1.6	(1.6)	(1.6)	(1.6)	(1.7)	(6.5)	(1.8)	(1.8)	(1.9)	(1.9)	(2.0)	(2.1)	(18.0)
Indigenous Leadership and Engagement	0.1	1.1	(1.0)	(1.0)	(1.1)	(1.1)	(4.2)	(1.1)	(1.2)	(1.2)	(1.3)	(1.3)	(1.3)	(11.7)
City Conversations	0.0	2.0	(2.0)	(2.0)	(2.1)	(2.1)	(8.1)	(2.2)	(2.3)	(2.3)	(2.4)	(2.5)	(2.6)	(22.4)
<b>People Performance and Technology</b>	<b>2.4</b>	<b>43.0</b>	<b>(40.6)</b>	<b>(41.5)</b>	<b>(42.7)</b>	<b>(43.9)</b>	<b>(168.7)</b>	<b>(45.2)</b>	<b>(46.7)</b>	<b>(48.2)</b>	<b>(49.8)</b>	<b>(51.5)</b>	<b>(53.2)</b>	<b>(463.3)</b>
Customer Service	2.3	6.6	(4.3)	(4.3)	(4.4)	(4.5)	(17.5)	(4.6)	(4.7)	(4.8)	(5.0)	(5.2)	(5.4)	(47.3)
Workforce Services	0.0	10.8	(10.8)	(11.1)	(11.5)	(11.8)	(45.2)	(12.2)	(12.6)	(13.0)	(13.4)	(13.9)	(14.3)	(124.6)
Technology and Digital Services	0.0	16.7	(16.7)	(17.2)	(17.6)	(18.2)	(69.7)	(18.7)	(19.3)	(19.9)	(20.6)	(21.2)	(21.9)	(191.3)
Data and Information Management Services	0.0	7.4	(7.4)	(7.5)	(7.7)	(8.0)	(30.6)	(8.2)	(8.5)	(8.8)	(9.1)	(9.4)	(9.7)	(84.5)
Business and Service Improvement	0.0	1.1	(1.1)	(1.1)	(1.1)	(1.2)	(4.4)	(1.2)	(1.2)	(1.3)	(1.3)	(1.4)	(1.4)	(12.2)
Internal Office Services	0.0	0.3	(0.3)	(0.3)	(0.3)	(0.3)	(1.2)	(0.3)	(0.3)	(0.4)	(0.4)	(0.4)	(0.4)	(3.4)
<b>Chief Financial Office</b>	<b>0.4</b>	<b>9.6</b>	<b>(9.2)</b>	<b>(9.3)</b>	<b>(9.6)</b>	<b>(9.6)</b>	<b>(37.7)</b>	<b>(10.0)</b>	<b>(10.3)</b>	<b>(10.7)</b>	<b>(11.1)</b>	<b>(11.5)</b>	<b>(11.9)</b>	<b>(103.2)</b>
<b>Legal and Governance</b>	<b>1.1</b>	<b>13.9</b>	<b>(12.8)</b>	<b>(14.7)</b>	<b>(13.5)</b>	<b>(13.9)</b>	<b>(55.0)</b>	<b>(14.4)</b>	<b>(16.4)</b>	<b>(15.3)</b>	<b>(15.8)</b>	<b>(16.3)</b>	<b>(18.5)</b>	<b>(151.7)</b>
<b>Corporate Costs</b>	<b>353.1</b>	<b>6.0</b>	<b>347.1</b>	<b>359.7</b>	<b>368.9</b>	<b>378.4</b>	<b>1,454.1</b>	<b>388.1</b>	<b>399.2</b>	<b>409.4</b>	<b>421.2</b>	<b>432.1</b>	<b>443.4</b>	<b>3,947.4</b>
<b>Council</b>	<b>609.5</b>	<b>496.6</b>	<b>112.9</b>	<b>112.9</b>	<b>122.7</b>	<b>123.2</b>	<b>471.8</b>	<b>126.5</b>	<b>128.6</b>	<b>130.5</b>	<b>132.0</b>	<b>134.5</b>	<b>134.2</b>	<b>1,258.1</b>

## City of Sydney

### Summary of Income and Expenditure by Principal Activity

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

The summary of income and expenditure by Principal Activity below includes both the proposed operational budgets and the capital works program (for 2019/20) to better reflect the allocation of Council funds towards these major directions.

	2019/20				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Income	Expenditure	Net Surplus/ (Deficit)	Capital	Net Surplus/(Deficit) by Year								
A globally competitive and innovative city	41.2	56.4	(15.2)	0.0	(12.6)	(13.1)	(13.7)	(14.3)	(14.9)	(15.4)	(16.1)	(16.7)	(17.4)
A leading environmental performer	3.1	78.6	(75.5)	21.8	(77.2)	(79.1)	(81.5)	(84.0)	(86.7)	(89.5)	(92.4)	(95.3)	(98.4)
Integrated transport for a connected city	86.6	54.7	32.0	32.9	31.6	31.8	32.1	35.2	35.7	36.2	36.8	37.3	37.6
A city for walking and cycling	0.0	1.7	(1.7)	22.4	(1.8)	(1.8)	(1.9)	(1.9)	(2.0)	(2.0)	(2.1)	(2.2)	(2.2)
A lively and engaging city centre	0.0	0.9	(0.9)	1.3	(0.9)	(0.9)	(0.9)	(1.0)	(1.0)	(1.0)	(1.1)	(1.1)	(1.1)
Resilient and inclusive local communities	17.4	137.8	(120.4)	100.5	(73.0)	(68.0)	(84.3)	(89.1)	(91.9)	(95.1)	(98.2)	(101.2)	(104.7)
A cultural and creative city	3.2	8.5	(5.2)	6.6	(5.3)	(5.4)	(5.6)	(5.8)	(6.1)	(6.3)	(6.5)	(6.7)	(7.0)
Housing for a diverse community	0.0	2.4	(2.4)	0.0	(4.0)	(4.0)	(4.1)	(2.7)	(2.8)	(2.8)	(2.9)	(3.0)	(3.1)
Sustainable development, renewal and design	83.9	43.2	40.7	0.0	14.1	10.1	9.0	7.9	6.9	6.7	5.6	4.4	3.1
Implementation through effective governance and partnerships	456.3	271.2	185.1	12.4	191.1	192.1	198.8	206.5	215.2	221.5	225.7	234.0	237.4
<b>Total Council</b>	<b>691.7</b>	<b>655.3</b>	<b>36.5</b>	<b>198.0</b>	<b>62.0</b>	<b>61.7</b>	<b>47.9</b>	<b>51.0</b>	<b>52.6</b>	<b>52.2</b>	<b>48.8</b>	<b>49.3</b>	<b>44.2</b>



# City of Sydney

## Capital Works Expenditure Summary

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

\$'M	Prior Years Total	2019/20	2020/21	2021/22	2022/23	4 Years Total	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	10 Year Total	Total Project Budget
<b>Significant Projects (&gt;\$20M)</b>														
Barangaroo Integration and Harbour Village North	5.6	0.1	0.7	0.5	2.0	3.3	5.2	6.3	5.0	1.0			20.8	26.4
Childcare Centres	18.5	0.5		8.0		8.5			4.5	6.0	2.3		21.3	39.9
Chinatown Public Domain	8.0	1.2	1.2	5.8	1.0	9.3	0.8	2.0	1.9	0.9			14.9	22.8
Erskineville Trunk Drainage	0.7	1.5	1.8			3.3							3.3	4.0
Green Infrastructure	34.8	9.1	5.2	2.8	3.2	20.3	3.2	2.1	2.1	2.3			30.1	64.9
Green Square Aquatic Centre and Gunyama Park	52.9	45.8	0.1			45.9		4.4					50.3	103.3
Green Square Community Facilities and Open Space	41.5	7.0	32.9	15.0	5.0	59.9							59.9	101.4
Green Square Library and Plaza	57.5	0.6				0.6							0.6	58.2
Green Square Streets and Drainage	137.9	31.2	55.0	25.4	4.0	115.6	6.1						121.7	259.6
Johnstons Canal Master Plan & Harold Park Works	18.7	3.9	3.9			7.8							7.8	26.5
Light Rail – CBD to South East	178.9	40.9	0.2			41.1							41.1	220.0
Major Depots	35.1	0.5				0.5							0.5	35.6
<b>Significant Projects Total</b>	<b>590.0</b>	<b>142.5</b>	<b>101.1</b>	<b>57.5</b>	<b>15.2</b>	<b>316.2</b>	<b>15.3</b>	<b>14.9</b>	<b>13.6</b>	<b>10.2</b>	<b>2.3</b>	<b>0.0</b>	<b>372.5</b>	<b>962.5</b>

# City of Sydney

## Capital Works Expenditure Summary - continued

\$'M	Prior Years Total	2019/20	2020/21	2021/22	2022/23	4 Years Total	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	10 Year Total	Total Project Budget
<b>Capital Programs</b>														
<b>Asset Enhancement</b>														
Bicycle Related Works	26.4	9.6	17.1	18.6	7.5	52.8	6.9	5.6	10.4	8.8	7.2	7.6	99.2	125.6
Community, Cultural and Recreation Property Related Projects	40.8	2.8	6.9	9.9	12.5	32.1	0.9	11.0	11.5	13.0	13.5	13.0	95.0	135.8
Corporate and Investment Property Related Projects	14.6	0.9	1.1	0.5		2.5							2.5	17.0
Open Space & Parks	39.1	12.6	31.0	10.8	9.2	63.7	12.4	18.3	13.8	14.2	10.8	10.0	143.1	182.1
Public Art LGA	9.7	3.6	3.7	0.6	0.2	8.0	0.2						8.2	17.9
Public Domain	1.6	5.5	8.4	10.1	10.7	34.7	9.3	8.9	4.8	6.3	16.7	19.1	99.8	101.4
Stormwater Drainage	3.5	1.0	7.9	20.1	4.5	33.5	9.0		2.0	2.0	2.0	2.0	50.5	53.9
<b>Rolling Programs (Asset Renewal)</b>														
Community, Cultural and Recreation Property Related Projects		7.8	11.2	5.4	8.5	32.9	11.0	11.8	11.8	13.1	11.8	12.8	105.2	105.2
Corporate and Investment Property Related Projects		7.8	21.3	24.5	19.1	72.8	16.1	16.1	14.7	14.8	14.5	14.5	163.5	163.5
Infrastructure - Roads Bridges Footways		14.8	11.0	10.5	12.3	48.6	14.9	15.9	16.3	17.6	18.2	18.2	149.7	149.7
Open Space & Parks		11.4	20.9	17.6	19.5	69.3	21.6	19.5	19.6	19.6	19.6	19.6	188.7	188.7
Public Art LGA		1.1	1.1	0.9	0.8	4.0	0.9	0.8	0.9	0.8	0.8	0.9	9.2	9.2
Public Domain		12.2	18.7	20.4	17.1	68.4	18.3	10.3	11.5	9.4	9.3	9.3	136.5	136.5
Stormwater Drainage		1.5	2.7	2.0	3.5	9.6	3.5	4.5	4.5	5.0	5.0	5.0	37.1	37.1
<b>Programs Total</b>	<b>135.6</b>	<b>92.5</b>	<b>163.0</b>	<b>151.8</b>	<b>125.3</b>	<b>532.7</b>	<b>124.8</b>	<b>122.7</b>	<b>121.8</b>	<b>124.6</b>	<b>129.4</b>	<b>131.9</b>	<b>1,288.0</b>	<b>1,423.6</b>
<b>TOTAL CAPITAL WORKS</b>	<b>725.6</b>	<b>235.0</b>	<b>264.1</b>	<b>209.3</b>	<b>140.6</b>	<b>848.9</b>	<b>140.1</b>	<b>137.5</b>	<b>135.4</b>	<b>134.8</b>	<b>131.7</b>	<b>131.9</b>	<b>1,660.5</b>	<b>2,386.1</b>
<b>Contingency</b>														
Capital Contingency		5.0				5.0							5.0	5.0
<b>Total Contingency</b>		<b>5.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>5.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>5.0</b>	<b>5.0</b>

**City of Sydney**  
Balance Sheet

	\$'M	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash and Investments		401.4	297.1	273.6	427.8	376.4	342.6	306.4	266.1	218.1	199.6
Receivables		104.5	105.1	106.0	106.6	107.2	108.2	109.0	109.8	110.9	111.9
Prepayments		4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2
Inventory		0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
<b>Current Assets Total</b>		<b>510.6</b>	<b>407.0</b>	<b>384.3</b>	<b>539.1</b>	<b>488.3</b>	<b>455.5</b>	<b>420.1</b>	<b>380.6</b>	<b>333.8</b>	<b>316.2</b>
<b>Non-Current Assets</b>											
Capital Works, Infrastructure, Investment Properties and P&A		11,786.1	11,966.5	12,044.3	11,930.0	12,036.2	12,126.4	12,219.0	12,312.4	12,414.2	12,482.7
<b>Non Current Assets</b>		<b>11,786.1</b>	<b>11,966.5</b>	<b>12,044.3</b>	<b>11,930.0</b>	<b>12,036.2</b>	<b>12,126.4</b>	<b>12,219.0</b>	<b>12,312.4</b>	<b>12,414.2</b>	<b>12,482.7</b>
<b>Total Assets</b>		<b>12,296.7</b>	<b>12,373.5</b>	<b>12,428.6</b>	<b>12,469.1</b>	<b>12,524.5</b>	<b>12,581.9</b>	<b>12,639.1</b>	<b>12,693.1</b>	<b>12,748.0</b>	<b>12,798.9</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables		122.2	137.1	130.5	123.1	127.5	132.4	137.4	142.6	148.2	154.8
Provisions		72.9	72.9	72.9	72.9	72.9	72.9	72.9	72.9	72.9	72.9
<b>Current Liabilities Total</b>		<b>195.2</b>	<b>210.0</b>	<b>203.4</b>	<b>196.1</b>	<b>200.5</b>	<b>205.4</b>	<b>210.3</b>	<b>215.5</b>	<b>221.1</b>	<b>227.8</b>
<b>Non-Current Liabilities</b>											
Provisions		18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1	18.1
<b>Non-Current Liabilities Total</b>		<b>18.1</b>	<b>18.1</b>	<b>18.1</b>	<b>18.1</b>	<b>18.1</b>	<b>18.1</b>	<b>18.1</b>	<b>18.1</b>	<b>18.1</b>	<b>18.1</b>
<b>Total Liabilities</b>		<b>213.3</b>	<b>228.1</b>	<b>221.6</b>	<b>214.2</b>	<b>218.6</b>	<b>223.5</b>	<b>228.4</b>	<b>233.6</b>	<b>239.2</b>	<b>245.9</b>
<b>Net Assets</b>		<b>12,083.4</b>	<b>12,145.4</b>	<b>12,207.0</b>	<b>12,254.9</b>	<b>12,305.9</b>	<b>12,358.5</b>	<b>12,410.6</b>	<b>12,459.4</b>	<b>12,508.8</b>	<b>12,553.0</b>
<b>EQUITY</b>											
<b>Equity</b>		<b>12,083.4</b>	<b>12,145.4</b>	<b>12,207.0</b>	<b>12,254.9</b>	<b>12,305.9</b>	<b>12,358.5</b>	<b>12,410.6</b>	<b>12,459.4</b>	<b>12,508.8</b>	<b>12,553.0</b>

# City of Sydney

## Cash Flow Forecast

	\$M	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Revenue:</b>											
Rates and Annual Charges		355.8	364.9	374.3	383.9	393.8	403.9	414.2	424.8	435.7	446.9
Other Operating Income		251.7	258.2	267.0	273.5	280.2	290.3	298.5	307.0	318.0	328.2
<b>Operating Income</b>		<b>607.5</b>	<b>623.2</b>	<b>641.3</b>	<b>657.4</b>	<b>674.0</b>	<b>694.2</b>	<b>712.8</b>	<b>731.8</b>	<b>753.8</b>	<b>775.1</b>
<b>Expenses:</b>											
Salary & Wages Expenditure		252.9	256.4	261.4	269.2	277.9	286.0	295.6	304.4	314.9	326.1
Other Operating Expenditure		241.7	253.8	257.3	265.0	269.6	279.6	286.6	295.4	304.4	314.8
<b>Operating Expenditure</b>		<b>494.6</b>	<b>510.2</b>	<b>518.6</b>	<b>534.2</b>	<b>547.5</b>	<b>565.6</b>	<b>582.2</b>	<b>599.8</b>	<b>619.3</b>	<b>640.9</b>
<b>Operating Surplus</b>		<b>112.9</b>	<b>112.9</b>	<b>122.7</b>	<b>123.2</b>	<b>126.5</b>	<b>128.6</b>	<b>130.5</b>	<b>132.0</b>	<b>134.5</b>	<b>134.2</b>
<b>Other Non Operating:</b>											
Interest income		14.3	10.7	8.8	11.6	13.3	12.8	11.6	10.2	8.7	7.6
Light Rail Contribution to NSW Government		(40.9)	(0.2)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capital Related Project Expenses		(10.3)	(9.0)	(9.5)	(9.5)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)
Depreciation		(107.5)	(112.0)	(115.5)	(116.8)	(118.0)	(121.3)	(121.8)	(123.4)	(123.9)	(127.4)
Capital Grants and Contributions		68.0	59.4	55.2	39.4	38.7	42.0	41.7	39.7	40.0	40.0
<b>Net Surplus</b>		<b>36.5</b>	<b>62.0</b>	<b>61.7</b>	<b>47.9</b>	<b>51.0</b>	<b>52.6</b>	<b>52.2</b>	<b>48.8</b>	<b>49.3</b>	<b>44.2</b>
<b>Add Back :</b>											
Depreciation		107.5	112.0	115.5	116.8	118.0	121.3	121.8	123.4	123.9	127.4
Non-Cash Asset Adjustments		(7.2)	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
<b>Cash Surplus before Capital Expenditure</b>		<b>136.7</b>	<b>175.9</b>	<b>179.2</b>	<b>166.7</b>	<b>171.0</b>	<b>175.9</b>	<b>176.0</b>	<b>174.1</b>	<b>175.3</b>	<b>173.7</b>
<b>Capital Expenditure</b>											
Capital Works - excluding Light Rail Contribution		(199.1)	(263.9)	(209.3)	(140.6)	(140.1)	(137.5)	(135.4)	(134.8)	(131.7)	(131.9)
Plant and Asset Acquisitions/ICT Projects		(30.8)	(30.0)	(26.0)	(26.0)	(26.0)	(26.0)	(26.0)	(26.0)	(26.0)	(26.0)
Property (Acquisitions)/Divestments		(137.7)	(0.5)	40.0	162.0	(60.0)	(50.0)	(55.0)	(58.0)	(70.0)	(40.0)
<b>Total Capital Expenditure</b>		<b>(367.6)</b>	<b>(294.4)</b>	<b>(195.3)</b>	<b>(4.6)</b>	<b>(226.1)</b>	<b>(213.5)</b>	<b>(216.4)</b>	<b>(218.8)</b>	<b>(227.7)</b>	<b>(197.9)</b>
<b>Net Receivables/Payables Movement</b>		<b>17.1</b>	<b>14.2</b>	<b>(7.4)</b>	<b>(8.0)</b>	<b>3.7</b>	<b>3.9</b>	<b>4.2</b>	<b>4.4</b>	<b>4.5</b>	<b>5.7</b>
<b>Cash Surplus / (Deficit)</b>		<b>(213.7)</b>	<b>(104.3)</b>	<b>(23.5)</b>	<b>154.2</b>	<b>(51.4)</b>	<b>(33.8)</b>	<b>(36.2)</b>	<b>(40.3)</b>	<b>(47.9)</b>	<b>(18.6)</b>
<b>Total Cash at Beginning of Period</b>		<b>615.1</b>	<b>401.4</b>	<b>297.1</b>	<b>273.6</b>	<b>427.8</b>	<b>376.4</b>	<b>342.6</b>	<b>306.4</b>	<b>266.1</b>	<b>218.1</b>
Cash Surplus/ (Deficit)		(213.7)	(104.3)	(23.5)	154.2	(51.4)	(33.8)	(36.2)	(40.3)	(47.9)	(18.6)
<b>Total Cash at End of Period</b>		<b>401.4</b>	<b>297.1</b>	<b>273.6</b>	<b>427.8</b>	<b>376.4</b>	<b>342.6</b>	<b>306.4</b>	<b>266.1</b>	<b>218.1</b>	<b>199.6</b>

## City of Sydney

### Asset Replacement and Sales (including Information Services - Capital Projects)

Council holds assets to ensure its financial viability, for commercial and strategic reasons, and to meet the needs of its operations.

Depreciating assets, such as plant, equipment and vehicles, held for Council's operations are changed or replaced in line with Council's current needs and the operational life of the asset. The City replaces its light fleet every two years or 40,000km excluding utility vehicles which are replaced every three years or 60,000km. The City also adopts a replacement program to renew its Personal Computer assets on an average three-yearly cycle.

The City has a program of upgrades and enhancements to information systems. These can include installation and configuration of 3rd party software and development of new in-house solutions.

Where these system developments are deemed to have an enduring benefit to the City, the costs of the project are capitalised as assets within the Fixed Asset Register, and amortised over an appropriate useful life. Capitalisation of costs is consistent with the City's *IPPE Asset Recognition and Capitalisation Policy*.

### Summary of Expenditure - 2019-20

\$M	2019-20		Net Budget
	Acquisitions	Sales	
Books & Library Resources	1.5	0.0	1.5
Information Technology (Equipment)	1.8	0.0	1.8
Technology and Digital Services - Capital Projects	16.8	0.0	16.8
Vehicles and Plant	6.3	(1.2)	5.1
Equipment, Furniture & Fittings and Miscellaneous	5.6	0.0	5.6
<b>Total</b>	<b>32.0</b>	<b>(1.2)</b>	<b>30.8</b>

### Statement of Business or Commercial Activities

The City of Sydney expects to continue with Parking Stations as a Category 1 business activity. These commercial activities provide an additional source of funding that enables the Council to continue to provide enhanced services and infrastructure delivery without placing additional burden on the City's ratepayers.

### Revenue Policy - Charges for Works Carried out on Private Land

Council does not generally carry out works on private land, however if Council were required to undertake such works (e.g. the construction of a private road), then the works would be charged at the appropriate commercial rate.

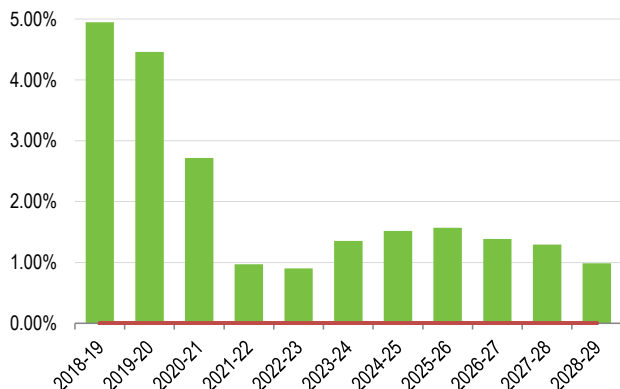
The City's performance in respect of the mandated Office of Local Government Performance measures is detailed below. The charts demonstrate performance trends on the basis of forward projections contained in the Long Term Financial Plan, and estimates related to future asset maintenance and renewal requirements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

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

The graphs plot the 3-year average performance for each year shown (with the exception of the Infrastructure Backlog Ratio and the Real Operating Expenditure per Capita, shown as 'snapshot' performance). E.g. 2019/20 will show average performance for the 3 years to 2019/20 (2017/18, 2018/19, 2019/20).

Sustainability

Operating Performance Ratio



$$\frac{\text{Operating Revenue (excl Capital Grants \& Contributions)}}{\text{less Operating Expenses}}$$

$$\text{Operating Revenue (excl Capital Grants \& Contributions)}$$

Operating Performance is projected to exceed benchmark over the life of the Long Term Financial Plan. However, the projected reduction in performance is indicative of the increasing cost pressures faced by the City in delivering services to a rapidly growing population.

Estimates relating to increased operating expenditure required to service urban renewal areas (including Green Square and Barangaroo) are reflected in forward projections, and contribute to a decline in operating performance. In later years, the softening of rates growth and the continued increase of depreciation expense (related to new capital works) contribute to put pressure on the Operating Result.

Own Source Revenue



$$\text{Total continuing operating revenue less all grants and contributions}$$

$$\frac{\text{Total Operating Revenue}}{\text{(inclusive of Capital Grants and Contributions)}}$$

The City's Own Source Operating Revenue is already well above the required benchmark level and is forecast to continue to grow as a proportion of total operating revenue.

As detailed in the Long Term Financial Plan document, minor incremental growth in the City's rates base and the expected 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 by higher-than-expected capital income receipts

Building and Infrastructure Asset Renewal Ratio



$$\text{Actual Asset Renewals}$$

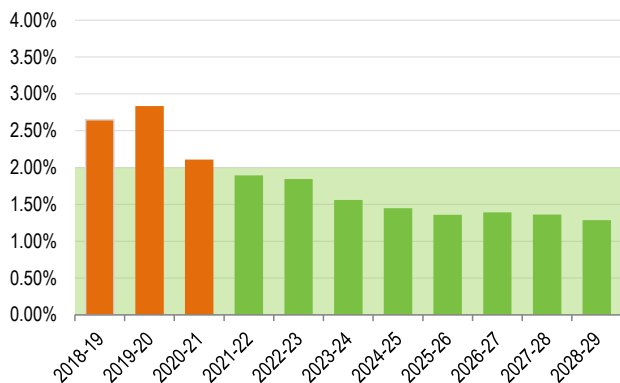
$$\text{Required Renewal* of Building and Infrastructure Assets}$$

Rather than utilise depreciation expense as an arbitrary proxy for required levels of asset renewal, the required renewal of building and infrastructure assets is instead sourced from the Asset Management Plan in the City's Integrated Planning and Reporting documents.

The performance of this ratio returns to a result on or above benchmark, with earlier years' performance temporarily impacted as the City's financial and delivery capacity is focused on the provision of required infrastructure in the broader Green Square urban renewal area, as well as integration with Barangaroo and significant cycling infrastructure works.

Infrastructure and Service Management

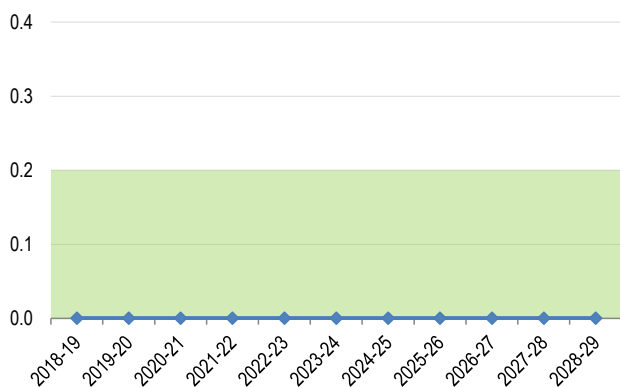
Infrastructure Backlog Ratio



Asset Maintenance Ratio

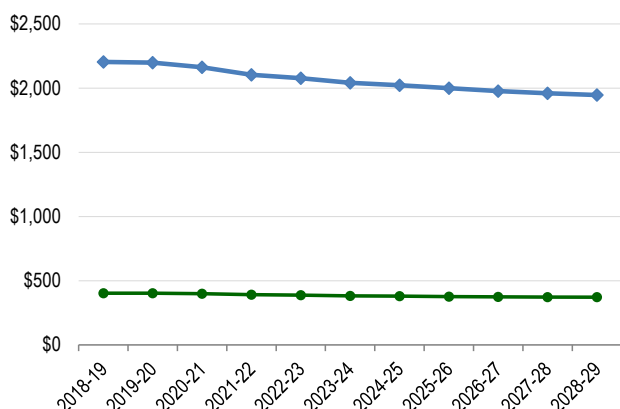


Debt Service Ratio



Efficiency

Real Operating Expenditure per capita



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 capital works.

Actual Asset Maintenance

Required Asset Maintenance

In line with the City's Asset Management Plan, asset maintenance is forecast to meet or exceed benchmark over the life of the plan.

Extended periods of asset maintenance exceeding the required levels would represent over servicing. Whilst gross expenditure on asset maintenance will continue to grow over time, so 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.

Principal Repayments (from Statement of Cash Flows) plus Borrowing Interest Costs (from the income statement)

Operating Results before Interest and Depreciation (EBITDA)

Historically strong financial management has alleviated the need for the City to borrow funds, and the Long Term Financial Plan projects that this trend will continue over the next 10 years.

In addition to cash and investment reserves accumulated over a period of 15 years, the City has access to considerable capital income (in the form of developer contributions and interest on cash and investments) that will facilitate the delivery of new capital projects without the use of borrowings.

Should funding circumstances change, the City will review the appropriateness of debt financing accordingly.

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 declining level of Real Operating Expenditure per capita. Service levels are reviewed as part of the Integrated Planning and Reporting process, and will reflect ratepayer priorities within tight budgetary controls.

Note that the green line reflects the inclusion of all users of the City, currently over 1.2M per day