

## **Integrated Planning and Reporting Program and Budget 2020/21 - Public Exhibition**

**File No: X025796**

### **Summary**

Sustainable Sydney 2030 guides the development and planning for the City of Sydney local government area, a global city that supports a business, tourist and residential population of more than 1.2 million per day. The City has incorporated its 2030 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 Sustainable Sydney 2030 Community Strategic Plan.

Council reviewed and adopted a revised suite of Integrated Planning and Reporting documents in 2017 following the local government elections.

The draft Operational Plan 2020/21 provides an annual instalment of the 2017-2021 Delivery Program, and identifies the specific plans and activities to be undertaken during the forthcoming year to progress the community's desired outcomes.

The Integrated Planning and Reporting framework 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 sustainable over the long term.

The draft Resourcing Strategy (2020) supports the activities outlined in the Delivery Program, comprising a Long-Term Financial Plan, Community Engagement Strategy, a Workforce Strategy, an Asset Management Plan and an Information and Technology Strategic Plan. The Resourcing Strategy demonstrates the City's commitment and capacity to deliver the Sustainable Sydney 2030 strategic outcomes in a planned and sustainable manner.

The preparation of the draft Resourcing Strategy (2020) has been heavily impacted by the Covid-19 pandemic. In response to this rapidly evolving situation, Council resolved in March 2020 to undertake a range of support measures to assist the community and businesses across the City, for an initial six month period in line with Federal and State Government advice. The support package, initially estimated at a total value of \$72.5M, included the waiver of a number of fees, provision for commercial property rental abatement, the introduction of flexible parking arrangements, new grants and donation programs, and a commitment to bring forward capital works that would directly support employment.

The City's response to support its community through this crisis, has had a significant effect on the City's operations and adversely impacted its usual financial performance. Further, as the economic impact of the crisis, and the duration of government's social isolation directives to contain the spread of the virus remain uncertain, it is difficult to predict the full financial impact for the City's annual budget in 2020/21 and the future year estimates within the long term financial plan.

The primary financial impact is that the City's key revenue sources, including its commercial property rentals and all parking related services, are estimated to reduce by \$35M to \$40M for every quarter that the City's economy and businesses are unable to function at normal capacity. In addition to these permanent revenue losses, the City anticipates substantial delays to its normal operating cash flows as it provides support and temporary relief for its community of business and residential ratepayers.

In response to the uncertainty caused by the pandemic, the draft iteration of the Long Term Financial Plan, which is included in the Resourcing Strategy contains a 'base case' 10 year financial plan, and two alternative scenarios should the pandemic impact continue for a longer period of time.

The 'base (or best) case' assumes the pandemic shutdown continues for just the first quarter of the 2020/21 financial year, in line with the current guidance from the Federal Government. The base case budget plans for an 2020/21 Operating Surplus of \$77.7M, which is \$40M lower than estimated in the current long term financial plan, and a Net Surplus of \$2.6M.

Alternative Scenario 1 (the mid case) assumes that the economic impact continues for two quarters to 31 December, with a 2020/21 Operating Result of \$40.0M, which is \$77.7M lower than the current long term financial plan, and a Net Deficit of \$36.5M.

Alternative Scenario 2 (the worse case) assumes that the economic disruption continues through for the first three quarters of the financial year, to 31 March 2021. In this scenario the 2020/21 Operating Result would fall to a surplus of just \$2.4M, which is \$115.3M less than the current long term financial plan, and a Net Deficit of \$74.4M

This report recommends that Council adopt the 'base case' assumption, and associated budget within the long term financial plan, as an interim measure to enable public exhibition of the City's revised suite of Integrated Planning and Reporting suite of documents, including the draft Operational Plan 2020/21 and Resourcing Strategy 2020 at this stage.

However the unfortunate economic reality is that even if the pandemic shutdown were to end in the first quarter of the year, the economic recovery of the City, its businesses and normal operations will not resume for quite some time in 2020/21. This means that the City will have lost a significant proportion of its normal operational revenues, and these revenues drive our recurring Operational Surpluses and are the source of funds required to fund our expansive operating and capital expenditure programs.

The Council, through a Lord Mayoral Minute of 4 May 2020, noted it is now time for the City to start work on planning for the recovery from Covid-19, and our first priority is to ensure the long term financial sustainability of the organisation, to enable us to continue to provide the critical services our community needs. To achieve this goal, Council has directed the Chief Executive Officer to develop a City Recovery Plan, including a financial recovery plan to address the funding shortfall from these lost revenues and restore the City's financial position over the next three financial years.

The City has already increased its budget by \$35M in 2019/20 for the loss of revenue to June 2020. Alternative Scenario 2 estimates a further loss of up to \$120M in revenue from July 2020 to March 2021, so under this scenario, the City's financial recovery plan would need to target the recovery of \$155M.

The Chief Executive Officer has therefore commenced a thorough review of all operational and capital expenditure programs, to identify opportunities to transform our service delivery, realise efficiency savings and identify projects that have not yet commenced and might be deferred without impacting delivery of the City's core priorities.

This is obviously a significant task, in a rapidly evolving environment, however between the adoption of this draft budget in May and the final adoption of a budget in June, we are working to be in a better position to estimate the impacts upon our financial position. The intention is therefore to develop a revised budget, incorporating the elements of a financial recovery plan over the next three years, for Council's review and consideration.

This report recommends that the current suite of Integrated Planning and Reporting documents be endorsed for exhibition and comment by the public, in accordance with the requirements of the Local Government Act 1993.

## Recommendation

It is resolved that Council:

- (A) endorse the suite of Integrated Planning and Reporting documents for public exhibition for a period of 28 days, including:
  - (i) the draft Operational Plan 2020/21 as shown at Attachment A to the subject report; and
  - (ii) the draft Resourcing Strategy 2020 as shown as Attachment B to the subject report;
- (B) endorse the draft Operating and Capital Budget, and future years' forward estimates, as reflected in the draft Operational Plan 2020/21 and draft Resourcing Strategy 2020 including:
  - (i) operating income of \$592.0M, operating expenditure before depreciation of \$514.3M for an Operating Surplus of \$77.7M, and a Net Surplus of \$2.6M after allowing for interest, depreciation and capital contributions;
  - (ii) Capital Works expenditure of \$232.3M;
  - (iii) a capital contingency of \$5.0M;
  - (iv) Plant and Assets net expenditure of \$11.5M;
  - (v) Information Technology Capital Works of \$14.6M; and
  - (vi) Net Property Acquisitions of \$121.4M; and
- (C) endorse the proposed Rating Structure and Domestic Waste Management Charges, Stormwater Charges and User Fees and Charges discussed within the subject report and included within the draft Operational Plan 2020/21.

## Attachments

**Attachment A.** Draft Operational Plan 2020/21

**Attachment B.** Draft Resourcing Strategy 2020

## Background

1. In October 2009, the NSW Government enacted the Local Government (Planning and Reporting) Amendment Act 2009, which set a new 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 reviewed and adopted a revised suite of Integrated Planning and Reporting documents in 2017 following the local government elections to ensure the plans reflected the intentions of the current Council.
5. Staff have reviewed the progress of the current Operational Plan together with the objectives of the Delivery Program 2017-2021 to develop the projects and programs for the draft 2020/21 Operational Plan in line with recent Council adopted strategies and priorities.
6. The draft Operational Plan 2020/21 identifies the actions and activities planned for the next financial year, together with a range of indicators that will measure progress towards delivery of the City's outcomes. The draft Operational Plan also incorporates the City's proposed revenue policy for rates and annual charges, the fees and charges schedule, and other relevant budgetary information.
7. The draft Resourcing Strategy (2020) includes an updated 10-year Long-Term Financial Plan and updated 10-year Asset Management Plan, updated Workforce Strategy, Community Engagement Strategy and a four-year Information and Technology Strategic Plan.
8. The draft Long-Term Financial Plan describes the City's major categories of income and expenditure, and the likely risks and opportunities that may influence the City's financial capacity to continue to deliver services. This plan updates the previous year's plan and reiterates the City's financial position, current financial strategies to maintain sustainable operating surpluses to enable the delivery of major capital works programs that provide long lasting community benefits, and the measures it will use to monitor the Council's financial performance and sustainability.
9. The Covid-19 pandemic is an unprecedented public health crisis with an associated economic crisis as a result. Unemployment is forecast to rise, with job losses impacting sectors particularly concentrated in our city community, such as accommodation and food services, education services, retail trade, arts and recreation services, construction and professional services.

10. The City of Sydney has already experienced a significant financial impact from this crisis. Major impacts include additional operational costs as the City increases cleansing and maintenance regimes, and major losses in revenue as the local community and wider economy are impacted. Temporary closures of community facilities, such as pools and recreation centres, may result in a reduction in visitor numbers over the longer term
11. In response to the early stages of the pandemic, under the Small Business, Cultural and Creative Support Package formally introduced by Council on 9 March 2020 and Phase two following on 30 March 2020, a range of initiatives designed to alleviate financial pressure on small businesses were presented. They include a six month hardship waiver of fees for health and regulatory inspections, a discretionary approach to parking fines and rent relief for the City's eligible tenants (on a case by case basis) as part of Phase 1 as well as various additional grants and bringing forward future capital works projects as part of Phase 2. These initiatives are projected to significantly lower the City's revenue and impact its financial position
12. The breadth and depth of the impact is difficult to assess in this uncertain environment, however initial forecasts estimate potential net revenue reductions of up to \$30-35 million for the fourth quarter of 2019/20 and up to a further \$40 million for the first quarter of 2020/21. In addition to this revenue loss, there will also be additional cash flow pressures as the City considers deferred payment plans for its residents and businesses that require rate relief for the immediate future.
13. To reflect this inherent operational uncertainty, two additional scenarios have been financially modelled and reflected in additional schedules included within the Long Term Financial Plan. The "base case" version of the plan reflects Federal Government advice regarding the expected duration of Covid-19 response measures; namely the six month period to September/October 2020
14. The City's draft Asset Management Plan provides revised asset strategies, policies and short-term objectives relevant to the assets under management by the City, and reflects the progress completed since the initial Asset Management Policy was adopted in 2008. The City is responsible for the care and control of physical assets and infrastructure valued at over \$11.2 billion in physical assets (including land).
15. A significant body of work by the units responsible for the City's major asset classes continues to validate the integrity of the data collected for this infrastructure. The vast majority of assets are in a satisfactory condition, and the revised Asset Management Plan and Long-Term Financial Plan incorporates estimates for the required renewal and ongoing maintenance of the City's major assets, based upon the volume and condition assessment of each asset group.
16. The Information and Technology Strategic Plan adopted in 2017, outlines the major information technology initiatives and goals that have been refreshed in line with the development of the City's draft Digital Strategy.
17. The City's Workforce Strategy has been updated, is now referred to as the People Strategy and examines a number of global trends, high level workforce issues and themes, and established strategic directions for our workforce to guide our people management strategies.

## Key Implications

### Strategic Alignment - Sustainable Sydney 2030

18. The attached strategic documents meet the needs of our diverse community and are based on the significant engagement program conducted in developing Sustainable Sydney 2030. The organisation is implementing the many strategies and key programs arising from Sustainable Sydney 2030.

### Organisational Impact

19. The proposed budget for 2020/21 provides for a full-time equivalent (FTE) staff of 2005. The City supports a significant number of additional jobs through the provision of contracts that underpin a range of externally provided projects and services.
20. These positions are required to ensure the ongoing operation of the City, and to advance the outcomes determined within Sustainable Sydney 2030. City staff continue to revise functional operations to determine where opportunities arise to improve effectiveness and efficiency of service delivery to ensure the organisation as a whole remains financially sustainable

### Social / Cultural / Community

21. The outcomes proposed, cost and benefits are all embedded within the attached draft plans and budgetary information.

## Budget Implications

22. The proposed 2020/21 budget projects an operating surplus, prior to interest income, depreciation, capital project related costs and capital contributions, of \$77.7M.
23. Operating Income is budgeted at \$592.0M, with key components described in this report, and full detail provided in the Operational Plan and the Long-Term Financial Plan.
24. The Independent Pricing and Regulatory Tribunal (IPART) has recommended to the NSW Minister for Local Government that council's general income may increase by a maximum 2.6 per cent rate in 2020/21, to reflect the growth in the Local Government Cost Index. This index measures the average change in prices of a fixed 'basket' of goods and services purchased by councils, however, it should be noted while this allowed increase is higher than in previous years, it does not adequately reflect the City's own experience of rising labour, materials and service costs.
25. It is worth noting that the City will again continue to investigate its rating models during 2020/21, and invite community feedback, to consider options to improve the fair and equitable distribution of the rates burden for all of our ratepayers. In a high density local government area experiencing a significant population increase, NSW Government housing targets and steady increases forecast to continue, 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 put 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.

26. The Rates and Annual Charges for 2020/21 are budgeted to be \$372.3M, of which ordinary rates are \$316.1M. Rates and Annual Charges for include the following key elements:
- (a) a general 2.6 per cent rate increase;
  - (b) the rates will be based upon the 2019 unimproved land valuations as supplied by the Valuer General of NSW;
  - (c) the 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;

*Residential - Ordinary Rate*

- (d) the City proposes to continue a single residential category of rateable land;

*Business - Ordinary Rate*

- (e) the City proposes to adopt a business ordinary rate, and a business sub-category rate for rateable land in the Central Business District as a centre of activity, as follows:

*Business – CBD (Central Business District) Rate*

The boundaries of the Business CBD sub-category is shown in the map contained within the draft Operational Plan 2020/21 (Attachment A).

- (f) the proposed rates for the 2020/21 rating year are:

<i>Category / Subcategory</i>	<i>Minimum Rate (\$)</i>	<i>Ad valorem (rate in Dollar)</i>
<i>Residential - Ordinary Rate</i>	\$586.85	0.00113391
<i>Business - Ordinary Rate</i>	\$750.95	0.00363751
<i>Business subcategory - CBD Rate</i>	\$750.95	0.00721784

- (g) the Local Government Act requires councils to fully recover the cost of domestic waste management services. This budget proposes a pricing scheme formulated on a base domestic waste charge for each bin size, with a further flat surcharge applied for each additional weekly collection. This pricing methodology makes provision for properties requiring more waste collection to contribute a higher charge to reflect the level of service received, which satisfies the intent of the legislation as well as Council's desire to improve residential waste management;

- (h) Domestic Waste Management Charges reflect the availability of the service, and the volume and collection frequency for general household waste. These charges are not proposed to increase in 2020/21. More efficient work practices, lower than expected tonnages and lower than anticipated processing costs, have helped to control costs. The City is maintaining its commitment to increased waste education and to provide funding for investigation into a long-term solution for the treatment of non-recyclable waste, to minimise the use of landfill;
  - (i) Annual charges include a stormwater charge as allowed by the Office of Local Government. The charges remain at \$25 per residential property, \$12.50 per residential strata unit, and a pro rata rate of \$25 for every 350m<sup>2</sup> 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 currently undertaken. Works envisioned include significant remediation where required, and the investigation and design of opportunities to enhance stormwater catchment for harvesting and re-use; and
  - (j) the City will continue its existing pensioner policy which provides all eligible pensioners a 100 per cent rebate on their rates, domestic waste and stormwater charges.
27. A full schedule of the user fees and charges proposed for the year is included within the draft Operational Plan 2020/21. The proposed 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 provision, whether the goods or services are provided on a commercial basis, and the capacity of the user to pay. A 'Covid-19' category has also been included to allow the waiver or reduction of fees and charges in appropriate circumstances in response to the current situation.
28. In accordance with the City's long established budget parameters, the vast majority of fees have been increased to accommodate the higher cost of service provision based on the projected Consumer Price Index (CPI) for the next year.
29. There are a number of new fees proposed for the 2020/21 year including:
- (a) Fees for makerspace hire at Darling Square – to optimise utilisation of makerspace, and equipment in line with charter signed with Lend Lease. Includes a mix of community, start-up, and corporate customers and also includes 'With Equipment' and 'Room Only' rates;
  - (b) Gunyama Park Aquatic and Recreation Centre will be opening and provide additional services including – Studio Hire with three hire options - \$100, \$150 and \$200 per hour, each with Community Rates at 50% discount. For use of the park a 25% seasonal discount, and provision of off-peak rates for additional field time beyond standard period will also be offered
  - (c) The City Farm will now be offering 90 minute programs, supplementing 1 and 2 hour programs, and a School Incursion Experience program and also provide for the delivery of external presentations by staff.
  - (d) Cook and Phillip Park will offer some new courses including a First Aid course and a CPR,



30. Interest income is budgeted to be \$5.4M, reflecting the expected opening cash balances, continued record low interest rates and the anticipated cash utilisation for the planned capital program and property acquisitions.
31. Capital Grants and Contributions are projected to contribute \$30.6M in line with the long-term forecast in major development activity within the local government area for 2020/2A.
32. Total Operating Expenditure is budgeted at \$514.3M, with a number of key components as described below, and further detail provided within the Long-Term Financial Plan.
33. Salary and Wages related expenditure totals \$254.2M, which provides for 100 per cent of approved permanent staffing establishment, including an adjustment for an award increase, agency hire costs, training, workers compensation and other employee related expenses.
34. The vast majority of the City's \$260.1M non-salary related operational expenditure has not changed substantially, as it represents the ongoing business and service requirements of Council and its community, adjusted for relevant cost increases.
35. As the impact of the Covid-19 pandemic unfolds the overall budget will be assessed and may need further revision in response. The City is reviewing its operations in a bid to identify further efficiencies and savings opportunities in response to the likely reduction in revenues and the evolving needs of the community.
36. Further details on all operational expenditure items and underlying cost assumptions, are provided in the attached Long-Term Financial Plan.
37. For 2020/21 operational contingencies of \$8.5M are proposed. These amounts are designed to cater for unforeseen circumstances and events that arise after the adoption of the budget. The CEO contingency has been lifted above the usual amount due to the current uncertain operating environment. Note that transfers from these contingent amounts are outlined in the quarterly review of financial performance. For 2020/21 the contingencies include;
  - (a) General Contingency of \$2.5M; and
  - (b) CEO Contingency of \$6.0M.
38. The draft 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.
39. The proposed Capital Works program for 2020/21 totals \$232.3M, and comprises asset enhancement programs of \$139.1M and rolling capital renewal programs of \$93.2M. These are set out in the Long Term Plan financial schedules.
40. The proposed Capital Works program will see a continuation of the large scale urbanised renewal of Green Square and the ongoing delivery of many major projects. The program prepared is in line with the agreed long-term financial parameters, representing the City's financial capacity to deliver the program each year, along with provisions for significant projects that may be delivered by third parties.

41. The asset enhancement programs for the 2020/21 financial year include;
  - (a) Bicycle Related works expenditure will amount to \$7.7M and incorporate significant work on the Saunders and Miller Cycleway costing \$2.6M and the Castlereagh Street Cycleway - North Cycleway costing \$1.2M in 2020/21
  - (b) Green Infrastructure projects of \$10.6M which includes allocations for additional solar panels on City properties and water saving projects,
  - (c) Green Square works of \$12.8M for the Gunyama Park Aquatic and Recreation Centre,
  - (d) Works for Open Space and Parks of \$22.1M which includes the Crescent lands project at Johnston's Creek of \$3.0M and \$6.0M for the Drying Green at Green Square and \$1.9M the Sydney Park Skate Park,
  - (e) Property improvement projects across the community and commercial portfolios of \$14.0M.
  - (f) Public Art projects of \$4.4M which includes new public art at Green Square and the Eora Journey - Monument for the Eora.
  - (g) Public Domain asset enhancement works of \$61.9M which includes amounts of \$34.3M for Green Square road works, \$8.0M for the widening of McDonald Street as part of the development of Ashmore Estate, \$7.5M for the improvements to Macleay Street at Kings Cross and \$3.0M for City Pedestrian Improvements. It also includes the final Light Rail contribution of \$0.2M, giving a total contribution toward the project of \$220.0M,
  - (h) Stormwater Drainage expenditure of \$5.5M the includes trunk drainage works in Erskineville.
42. The Long-Term Financial Plan also includes funding provisions for the City's rolling asset renewal programs for Public Domain, Building, Streetscapes, Parks, Property Related Projects, Pools, Trees, Stormwater Drainage, and Bicycle related works. The City is required to ensure it holds, upgrades and maintains its assets in an appropriate condition, to meet the community's expectations and ensure their sustainability over their useful lives.
43. The draft Plant and Assets budget provides for acquisitions of \$12.0M with disposal proceeds of \$0.5M, resulting in a net cost of \$11.5M. The Plant and Asset budget includes the annual vehicle replacement program (\$2.3M), Library Books and Resources (\$1.1M), Information Technology Equipment replacement (\$2.0M), Equipment and Furniture and Fittings purchases (\$6.6M).
44. The proposed budget includes funds for the development and delivery of the Information Services Project Portfolio of \$14.6M.
45. The budget includes a Capital Contingency of \$5.0M for unknown circumstances that may arise after adoption of the budget.

**Reserves**

46. The Long-Term Financial Plan incorporates the City's cash reserves, including all of the external restrictions required by legislation to quarantine funds raised for specific purposes, including developer contributions, security deposits, and domestic waste and stormwater charges. It also incorporates internal restrictions where Council has resolved to set specific funding aside for employee leave entitlements, asset replacement, and significant Sustainable Sydney 2030 commitments including City Centre Transformation, Green Square, and Green Infrastructure (energy, stormwater and waste).
47. The Long-Term Financial Plan cash restrictions are not designed to set aside amounts covering all future capital works, rather restrictions are intended to meet specifically identified Council commitments.
48. This current version of the plan continues to provide for future cash funding and utilisation of the restricted cash reserves, reflecting the proposed timing of these major projects and commitments of the City.

**Relevant Legislation**

49. Local Government Act 1993. Section 8C 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, underlying delivery plans and strategies with respect to the council's activities.

**Critical Dates / Time Frames**

50. 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.
51. Council is required to place 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

52. 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 before 31 July 2020.
53. In response to the impacts of the pandemic, Council has directed the Chief Executive Office to prepare a City Recovery Plan including a financial recovery plan, to ensure the council's long term financial sustainability in the face of the significant revenue losses currently faced. This is a significant task, requiring a revision and reprioritisation of all current operational and capital programs and projects across the organisation, however the intention is to revise the draft budget and forward estimates referenced in this report to plan for financial recovery over the next three years. The revised 2020/21 budget and long term financial plan would then be brought back to Council for its consideration and review before adoption in June.

## Public Consultation

54. 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.
55. The City continues to engage with the community when developing significant strategies, projects and policies. Feedback received through these engagement activities has been considered in developing the revised draft suite of Integrated Planning and Reporting documents.
56. Council is required to exhibit to the community, for a period not less than 28 days, the draft Operational Plan 2020/21, including its revenue policy and budgets. The City elects to exhibit the draft Resourcing Strategy at the same time even though it is not a legislative requirement.

## BILL CARTER

Chief Financial Officer