

Attachment B

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

Long Term Financial Plan 2022/23 to 2031/32

City of Sydney
Income Statement

	\$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Income from Continuing Operations													
Rates & Annual Charges		387.5	397.3	407.3	422.6	1,614.7	433.4	444.5	456.0	467.8	480.0	492.6	4,389.1
Fees		126.9	126.8	128.0	131.4	513.0	134.9	139.7	144.6	148.5	152.5	156.6	1,389.8
Interest Income		7.5	6.4	6.5	8.7	29.1	9.0	8.2	9.5	9.6	8.2	8.0	81.5
Other Income		118.8	131.3	138.7	143.2	531.9	137.4	146.9	156.7	162.9	157.8	162.7	1,456.3
Grants and Contributions provided for Capital Purposes		68.9	93.7	84.8	60.0	307.3	56.8	60.8	66.5	60.4	56.7	57.7	666.2
Grants and Contributions provided for Operating Purposes		18.0	16.4	16.8	17.2	68.5	17.7	18.1	18.6	19.0	19.5	20.0	181.4
Total Income from Continuing Operations		727.4	771.9	782.2	783.1	3,064.6	789.1	818.2	851.8	868.3	874.6	897.7	8,164.3
Expenses from Continuing Operations													
Employee		256.2	263.8	270.9	277.8	1,068.8	286.3	292.4	300.7	309.3	318.5	328.9	2,904.9
Borrowing		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Materials and Services		140.3	142.2	148.2	152.0	582.7	156.6	162.5	167.4	172.5	177.8	182.9	1,602.4
Depreciation Expense		114.4	115.9	117.5	119.2	466.9	120.5	122.5	124.3	125.6	127.7	129.7	1,217.2
Other Expenditure		139.4	145.1	151.1	150.8	586.4	153.4	158.2	165.0	171.4	173.7	179.3	1,587.4
Total Expenses from Continuing Operations		650.3	667.1	687.7	699.8	2,704.9	716.8	735.6	757.5	778.7	797.7	820.7	7,311.9
Net Operating Result for the Year		77.1	104.8	94.5	83.3	359.7	72.3	82.6	94.3	89.5	76.9	77.0	852.4

Budgeted Income Statement

The above Income Statement (and other financial schedules) reflect the City's "base case" Net Operating Result, incorporating ongoing financial impacts of Covid-19 (and subsequent recovery) on the City's operations as detailed in the Long Term Financial Plan. Scenarios reflecting extended impacts of Covid-19 on key income streams have also been modelled and are included after the "base case" scenario financial schedules.

The City's budgeted Income Statement (and future year projections) is prepared with regard to International Financial Reporting Standards (AIFRS) and the NSW Office of Local Government's Code of Accounting Practice and Financial Reporting. The formatting of the statement above reflects this approach.

Major non-cash items that may impact the City's financial results include:

- the incremental increase / decrease arising from the annual market revaluation of the City's investment properties
- the initial recognition of transferable Heritage Floor Space (HFS) rights

These items will have no initial impact upon the budgeted funds available for the Council and are therefore excluded from the annual budget and future years' financial estimates. Expected realisation of these assets through anticipated sale/divestment is reflected in forward estimates as applicable.

City of Sydney
Detailed Income and Expenditure

Long Term Financial Plan 2022/23 to 2031/32

	\$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Operating Income													
Advertising Income		17.5	18.0	18.5	19.1	73.0	19.6	20.2	20.8	21.4	22.1	22.7	199.8
Annual Charges		66.5	68.3	70.1	76.9	281.8	79.1	81.4	83.8	86.4	89.0	91.9	793.5
Aquatic Facilities Income		0.1	0.1	0.1	0.1	0.5	0.1	0.1	0.1	0.2	0.2	0.2	1.4
Building & Development Application Income		6.0	6.1	6.3	6.5	24.9	6.7	6.9	7.1	7.3	7.5	7.8	68.3
Building Certificate		1.4	1.5	1.5	1.5	5.9	1.6	1.6	1.7	1.7	1.8	1.8	16.1
Child Care Fees		1.6	1.7	1.7	1.8	6.8	1.8	1.9	1.9	2.0	2.1	2.1	18.6
Commercial Properties		68.7	77.7	83.1	86.0	315.5	78.5	86.4	94.4	98.9	91.8	94.9	860.4
Community Properties		11.5	12.9	13.2	13.6	51.2	14.0	14.4	14.8	15.2	15.6	16.0	141.0
Enforcement Income		37.9	39.1	40.2	41.4	158.6	42.7	44.0	45.3	46.6	48.0	49.5	434.7
Footway Licences		0.0	1.0	1.5	1.5	4.0	1.5	1.5	1.5	1.5	1.5	1.5	13.0
Grants and Contributions		10.9	9.1	9.3	9.5	38.7	9.7	9.9	10.1	10.3	10.5	10.8	100.0
Grants - Financial Assistance Grants		7.1	7.3	7.5	7.8	29.7	8.0	8.2	8.5	8.7	9.0	9.3	81.5
Health Related Income		1.8	1.8	1.9	2.0	7.5	2.0	2.1	2.1	2.2	2.3	2.3	20.5
Library Income		0.1	0.1	0.1	0.1	0.4	0.1	0.1	0.1	0.1	0.1	0.1	1.0
Other Building Fees		11.6	11.6	11.8	12.1	47.0	12.5	12.8	13.2	13.6	14.0	14.5	127.7
Other Fees		3.4	3.9	4.0	4.1	15.4	4.2	4.3	4.5	4.6	4.7	4.8	42.6
Other Income		0.6	0.6	0.7	0.7	2.6	0.7	0.7	0.7	0.8	0.8	0.8	7.1
Parking Meter Income		39.3	40.1	40.9	41.7	162.0	42.5	43.4	44.3	45.1	46.0	47.0	430.3
Parking Station Income		10.2	9.5	8.7	9.0	37.3	9.2	10.7	12.2	12.5	12.9	13.3	108.2
Private Work Income		5.7	5.9	6.1	6.3	24.0	6.5	6.7	6.9	7.1	7.3	7.5	65.8
Rates - Business CBD		172.5	176.7	181.2	185.7	716.2	190.4	195.1	200.0	205.0	210.1	215.4	1,932.2
Rates - Business Other		67.0	68.8	70.5	72.3	278.5	74.1	75.9	77.8	79.8	81.7	83.8	751.6
Rates - Residential		81.5	83.5	85.6	87.7	338.2	89.9	92.1	94.4	96.7	99.1	101.5	911.9
Sponsorship Income		0.4	0.4	0.5	0.5	1.8	0.5	0.5	0.5	0.5	0.5	0.6	4.9
Venue/Facility Income		10.0	10.3	10.6	10.9	41.7	11.2	11.6	11.9	12.3	12.6	13.0	114.3
Work Zone		16.3	14.3	13.8	14.2	58.4	14.6	15.0	15.5	15.9	16.4	16.9	152.9
Value in Kind - Revenue		1.5	1.6	1.6	1.6	6.3	1.7	1.7	1.8	1.9	1.9	2.0	17.3
Total Operating Income		651.1	671.8	690.9	714.4	2,728.2	723.4	749.2	775.9	798.3	809.7	831.9	7,416.6
Operating Expenditure													
Salaries and Wages		202.1	208.8	214.3	219.6	844.7	225.6	231.8	238.2	244.9	252.2	259.7	2,297.1
Other Employee Related Costs		1.5	1.5	1.6	1.6	6.2	1.7	1.7	1.8	1.8	1.9	1.9	17.0
Employee Oncosts		7.6	7.8	8.0	8.2	31.7	8.5	8.8	9.0	9.3	9.6	9.9	86.7
Agency Contract Staff		12.7	12.4	12.9	13.2	51.2	14.3	14.0	14.5	14.9	15.3	16.6	140.8
Superannuation		23.9	24.6	25.2	25.9	99.6	26.7	26.4	27.2	28.0	28.8	29.7	266.5
Travelling		0.2	0.2	0.2	0.2	0.7	0.2	0.2	0.2	0.2	0.2	0.2	1.9
Workers Compensation Insurance		6.5	6.7	6.9	7.1	27.2	7.3	7.5	7.8	8.0	8.2	8.5	74.5
Fringe Benefit Tax		0.6	0.6	0.6	0.7	2.5	0.7	0.7	0.7	0.7	0.8	0.8	6.9
Training Costs (excluding salaries)		1.2	1.2	1.2	1.3	4.9	1.3	1.4	1.4	1.4	1.5	1.5	13.5
Salary Expense		256.2	263.8	270.9	277.1	1,108.8	286.3	292.4	300.7	309.3	318.5	328.9	2,904.9

City of Sydney
Detailed Income and Expenditure

Long Term Financial Plan 2022/23 to 2031/32

	\$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Operating Expenditure (continued)													
Bad & Doubtful Debts		0.5	0.5	0.5	0.5	2.0	0.5	0.5	0.5	0.5	0.5	0.5	5.0
Consultancies		5.3	5.4	5.6	5.8	22.0	5.9	6.1	6.3	6.5	6.7	6.9	60.3
Enforcement & Infringement Costs		8.4	8.7	8.9	9.2	35.2	9.5	9.8	10.0	10.3	10.7	11.0	96.5
Event Related Expenditure		14.4	14.9	15.3	10.3	54.9	10.6	10.9	11.2	11.6	11.9	12.3	123.4
Expenditure Recovered		(4.0)	(4.1)	(4.3)	(4.4)	(16.8)	(4.5)	(4.7)	(4.8)	(4.9)	(5.1)	(5.2)	(46.1)
Facility Management		12.5	11.7	11.9	11.5	47.5	11.7	12.0	12.3	12.5	12.8	13.1	121.9
General Advertising		1.1	1.1	1.2	1.2	4.6	1.2	1.3	1.3	1.3	1.4	1.4	12.5
Governance		1.8	1.8	3.3	1.9	8.8	2.0	2.0	3.7	2.2	2.2	2.3	23.1
Government Authority Charges		7.4	7.7	7.9	8.1	31.1	8.4	8.6	8.9	9.1	9.4	9.7	85.3
Grants, Sponsorships and Donations		24.7	23.1	23.9	26.7	98.4	25.5	26.3	27.2	31.0	28.9	29.9	267.1
Infrastructure Maintenance		44.1	45.4	47.8	49.2	186.4	50.7	52.7	54.3	55.9	57.8	59.6	517.3
Insurance		5.9	6.2	6.4	6.7	25.2	6.9	7.2	7.5	7.8	8.1	8.4	71.2
IT Related Expenditure		15.3	15.8	16.3	16.8	64.2	17.3	17.8	18.3	18.9	19.4	20.0	175.9
Legal Fees		3.2	3.3	3.4	3.5	13.3	3.6	3.7	3.8	3.9	4.0	4.2	36.6
Operational Contingencies		4.5	4.5	4.5	4.5	18.0	4.5	4.5	4.5	4.5	4.5	4.5	45.0
Other Asset Maintenance		3.6	3.7	3.8	3.9	14.9	4.0	4.1	4.3	4.4	4.5	4.6	40.8
Other Operating Expenditure		10.1	10.4	10.7	11.0	42.1	11.3	11.7	12.0	12.4	12.8	13.1	115.5
Postage & Couriers		1.3	1.3	1.4	1.4	5.4	1.4	1.5	1.5	1.6	1.6	1.7	14.8
Printing & Stationery		1.3	1.3	1.5	1.4	5.5	1.4	1.5	1.7	1.6	1.6	1.7	15.0
Project Management & Other Project Costs		1.1	1.2	1.2	1.2	4.7	1.3	1.3	1.3	1.4	1.4	1.5	12.8
Property Related Expenditure		39.7	40.9	42.6	43.9	167.0	45.2	46.8	48.2	49.7	51.3	52.8	461.0
Service Contracts		23.2	23.0	24.1	25.1	95.3	26.1	27.5	28.6	29.7	30.5	31.4	269.1
Stores & Materials		4.0	4.2	4.3	4.4	16.9	4.6	4.7	4.8	5.0	5.1	5.3	46.4
Surveys & Studies		2.3	2.4	2.4	2.5	9.6	2.6	2.7	2.7	2.8	2.9	3.0	26.2
Telephone Charges		2.6	2.7	2.8	2.8	10.9	2.9	3.0	3.1	3.2	3.3	3.4	29.8
Utilities		12.3	12.7	13.1	13.5	51.6	13.9	14.3	14.7	15.2	15.6	16.1	141.5
Vehicle Maintenance		2.5	2.5	2.6	2.7	10.3	2.8	2.8	2.9	3.0	3.1	3.2	28.1
Waste Disposal Charges		23.4	24.3	25.3	26.3	99.3	27.4	28.5	29.6	30.8	32.0	33.3	280.8
Value in Kind - Expenditure		1.5	1.6	1.6	1.6	6.3	1.7	1.7	1.8	1.9	1.9	2.0	17.3
Expenditure		273.9	277.9	289.7	293.1	1,134.6	300.3	310.8	322.4	333.6	341.1	351.5	3,094.2
Total Operating Expenditure (Excl Depreciation)		530.1	541.7	560.7	570.9	2,203.4	586.6	603.2	623.1	642.9	659.6	680.4	5,999.1
Operating Result (Before Depreciation, Interest, Capital-Related Costs and Capital Income)		121.0	130.1	130.2	143.5	524.8	136.8	146.0	152.8	155.4	150.1	151.6	1,417.5

	\$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Operating Result		121.0	130.1	130.2	143.5	524.8	136.8	146.0	152.8	155.4	150.1	151.6	1,417.5
Add Additional Income:													
Interest		7.5	6.4	6.5	8.7	29.1	9.0	8.2	9.5	9.6	8.2	8.0	81.5
Grants and Contributions provided for Capital Purposes		68.9	93.7	84.8	60.0	307.3	56.8	60.8	66.5	60.4	56.7	57.7	666.2
Less Additional Expenses:													
Capital Project Related Costs		5.8	9.5	9.5	9.8	34.6	9.8	10.0	10.1	10.3	10.4	10.7	95.7
Depreciation Expense		114.4	115.9	117.5	119.2	466.9	120.5	122.5	124.3	125.6	127.7	129.7	1,217.2
Net Operating Result - Surplus/(Deficit)		77.1	104.8	94.5	83.3	359.7	72.3	82.6	94.3	89.5	76.9	77.0	852.4

Long Term Financial Plan 2022/23 to 2031/32

City of Sydney

Operating Budget

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

	2022/23			2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
	\$M	Income	Expenditure	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)
City Life	23.2	100.0	(76.8)	(76.5)	(78.8)	(77.6)	(309.8)	(78.0)	(80.4)	(82.8)	(88.4)	(88.0)	(90.8)	(818.2)
Creative City	1.4	35.7	(34.2)	(35.2)	(36.2)	(31.8)	(137.5)	(32.8)	(33.8)	(34.8)	(35.8)	(36.9)	(38.0)	(349.4)
Grants & Sponsorship	0.1	26.3	(26.2)	(24.7)	(25.5)	(28.3)	(104.7)	(27.2)	(28.1)	(29.0)	(32.9)	(30.9)	(31.8)	(284.5)
Venue Management	11.3	7.1	4.2	4.7	4.8	4.9	18.5	5.1	5.2	5.4	5.5	5.7	5.8	51.2
Social City	8.1	21.2	(13.1)	(13.4)	(13.8)	(14.2)	(54.5)	(14.6)	(15.0)	(15.5)	(16.0)	(16.4)	(16.9)	(149.0)
City Business & Safety	2.0	5.3	(3.3)	(3.5)	(3.6)	(3.7)	(14.2)	(3.8)	(3.9)	(4.1)	(4.2)	(4.3)	(4.4)	(38.9)
City Life Management	0.0	2.1	(2.1)	(2.2)	(2.2)	(2.3)	(8.7)	(2.3)	(2.4)	(2.4)	(2.4)	(2.5)	(2.6)	(23.3)
Sustainability Programs	0.2	2.3	(2.1)	(2.2)	(2.2)	(2.3)	(8.8)	(2.4)	(2.4)	(2.5)	(2.6)	(2.7)	(2.8)	(24.2)
City Services	136.4	203.2	(66.8)	(72.6)	(77.8)	(79.7)	(296.9)	(82.5)	(85.0)	(86.8)	(89.9)	(93.5)	(97.0)	(831.6)
Security & Emergency Management	3.6	6.8	(3.2)	(3.3)	(3.4)	(3.5)	(13.4)	(3.6)	(3.7)	(3.8)	(3.9)	(4.0)	(4.2)	(36.5)
City Rangers	37.8	26.2	11.6	12.0	12.4	12.8	48.8	13.2	13.6	14.0	14.4	14.8	15.3	134.0
Parking & Fleet Services	49.5	16.1	33.5	33.1	32.6	33.2	132.3	33.7	35.5	37.3	38.0	38.7	39.3	354.9
City Greening & Leisure	1.6	43.2	(41.6)	(42.6)	(44.2)	(44.7)	(173.1)	(45.9)	(47.7)	(49.0)	(50.4)	(51.9)	(53.3)	(471.3)
City Services Management	0.0	0.5	(0.5)	(0.5)	(0.3)	(0.1)	(1.4)	0.1	0.3	0.5	0.7	0.7	0.8	1.8
City Services Strategy	0.0	0.8	(0.8)	(0.9)	(0.9)	(0.9)	(3.5)	(0.9)	(1.0)	(1.0)	(1.0)	(1.1)	(1.1)	(9.6)
City Infrastructure & Traffic Operations (CITO)	42.9	40.3	2.6	0.2	(1.2)	(1.3)	0.3	(1.4)	(1.7)	(1.8)	(1.9)	(2.2)	(2.3)	(10.9)
Cleansing & Waste	1.0	69.3	(68.3)	(70.5)	(72.8)	(75.2)	(286.9)	(77.7)	(80.3)	(83.0)	(85.8)	(88.6)	(91.6)	(793.9)
City Planning Development & Transport	19.8	38.4	(18.7)	(19.4)	(20.1)	(20.6)	(78.8)	(21.3)	(21.9)	(22.6)	(23.2)	(23.9)	(24.7)	(216.4)
Health & Building	2.2	14.8	(12.5)	(12.8)	(13.2)	(13.6)	(52.1)	(14.0)	(14.4)	(14.8)	(15.3)	(15.7)	(16.2)	(142.4)
Construction & Building Certification Services	10.8	2.9	7.8	7.8	7.8	8.1	31.5	8.3	8.5	8.8	9.1	9.3	9.6	85.2
Planning Assessments	5.9	14.7	(8.7)	(8.9)	(9.2)	(9.4)	(36.2)	(9.7)	(10.0)	(10.3)	(10.6)	(10.9)	(11.2)	(98.9)
Strategic Planning & Urban Design	0.8	6.1	(5.3)	(5.4)	(5.6)	(5.7)	(22.0)	(5.9)	(6.1)	(6.3)	(6.5)	(6.6)	(6.8)	(60.2)
Chief Operations Office	80.5	89.6	(9.1)	(0.4)	2.7	3.2	(3.6)	(6.8)	(1.8)	3.4	5.1	(5.0)	(4.9)	(13.6)
Chief Operations Office	0.0	0.9	(0.9)	(0.9)	(0.9)	(0.9)	(3.5)	(0.9)	(0.9)	(0.9)	(1.0)	(1.0)	(1.0)	(9.2)
City Property	80.5	66.0	14.5	23.8	27.5	28.7	94.5	19.4	25.2	31.3	33.8	24.6	25.5	254.2
City Design	0.0	4.3	(4.3)	(4.4)	(4.5)	(4.7)	(17.9)	(4.8)	(4.9)	(5.1)	(5.2)	(5.4)	(5.6)	(48.9)
Infrastructure, Sustainability and Performance	0.0	1.8	(1.8)	(1.8)	(1.9)	(2.0)	(7.5)	(2.0)	(2.1)	(2.1)	(2.2)	(2.3)	(2.3)	(20.5)
Asset Strategy & Systems	0.0	0.8	(0.8)	(0.8)	(0.9)	(0.9)	(3.4)	(0.9)	(1.0)	(1.0)	(1.0)	(1.0)	(1.1)	(9.4)
Green Infrastructure	0.0	0.0	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)
Green Square	0.0	0.7	(0.7)	(0.7)	(0.8)	(0.8)	(3.0)	(0.8)	(0.8)	(0.8)	(0.9)	(0.9)	(0.9)	(8.1)
City Transformation	0.0	0.2	(0.2)	(0.2)	(0.2)	(0.2)	(0.8)	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	(2.2)
City Access	0.1	4.5	(4.5)	(4.6)	(4.7)	(4.9)	(18.6)	(5.0)	(5.1)	(5.3)	(5.5)	(5.6)	(5.8)	(51.0)
CPP - Development & Strategy	0.0	4.2	(4.2)	(4.3)	(4.5)	(4.6)	(17.6)	(4.7)	(4.9)	(5.0)	(5.2)	(5.3)	(5.5)	(48.3)
CPP - Professional Services	0.0	4.7	(4.7)	(4.9)	(5.0)	(5.1)	(19.7)	(5.3)	(5.4)	(5.6)	(5.8)	(5.9)	(6.1)	(53.9)
CPP - Infrastructure Delivery	0.0	1.1	(1.1)	(1.1)	(1.1)	(1.2)	(4.5)	(1.2)	(1.2)	(1.3)	(1.3)	(1.4)	(1.4)	(12.4)
Project Management Office	0.0	0.3	(0.3)	(0.4)	(0.4)	(0.4)	(1.4)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	(3.9)

Long Term Financial Plan 2022/23 to 2031/32

City of Sydney

Operating Budget

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

	2022/23			2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
	\$M	Income	Expenditure	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)	Op Surplus / (Deficit)
Chief Executive Office	0.0	9.6	(9.6)	(9.9)	(10.2)	(10.4)	(40.1)	(10.8)	(11.1)	(11.4)	(11.8)	(12.1)	(12.5)	(109.7)
Office of the Lord Mayor	0.0	3.9	(3.9)	(4.0)	(4.1)	(4.2)	(16.2)	(4.3)	(4.5)	(4.6)	(4.7)	(4.9)	(5.0)	(44.3)
Secretariat	0.0	1.8	(1.8)	(1.8)	(1.9)	(1.9)	(7.4)	(2.0)	(2.1)	(2.1)	(2.2)	(2.2)	(2.3)	(20.3)
Councillor Support	0.0	2.2	(2.2)	(2.3)	(2.3)	(2.4)	(9.3)	(2.5)	(2.6)	(2.6)	(2.7)	(2.8)	(2.9)	(25.3)
Chief Executive Office	0.0	1.7	(1.7)	(1.8)	(1.8)	(1.9)	(7.2)	(1.9)	(2.0)	(2.1)	(2.1)	(2.2)	(2.2)	(19.7)
Strategy, Engagement & Communications	0.8	19.5	(18.7)	(18.6)	(19.1)	(19.7)	(76.1)	(21.0)	(20.9)	(21.6)	(22.3)	(23.0)	(24.5)	(209.4)
Strategy, Engagement & Communications	0.1	13.6	(13.5)	(13.2)	(13.6)	(14.0)	(54.3)	(15.1)	(14.8)	(15.3)	(15.7)	(16.2)	(17.5)	(149.1)
New Strategic Outcomes	0.0	0.2	(0.2)	(0.2)	(0.3)	(0.3)	(1.0)	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	(2.7)
Resilience	0.7	1.2	(0.5)	(0.5)	(0.6)	(0.6)	(2.3)	(0.7)	(0.7)	(0.7)	(0.8)	(0.8)	(0.9)	(6.8)
City Engagement	0.0	2.0	(2.0)	(2.1)	(2.1)	(2.2)	(8.4)	(2.3)	(2.3)	(2.4)	(2.5)	(2.5)	(2.6)	(23.1)
Sustainability	0.0	1.5	(1.5)	(1.6)	(1.6)	(1.7)	(6.4)	(1.7)	(1.8)	(1.8)	(1.9)	(1.9)	(2.0)	(17.5)
Indigenous Leadership & Engagement	0.1	0.9	(0.9)	(0.9)	(0.9)	(1.0)	(3.7)	(1.0)	(1.0)	(1.1)	(1.1)	(1.1)	(1.2)	(10.2)
People Performance & Technology	2.9	52.5	(49.6)	(51.1)	(52.5)	(53.9)	(207.1)	(55.5)	(57.1)	(58.8)	(60.6)	(62.4)	(64.3)	(565.7)
Customer Service	2.8	7.3	(4.5)	(4.6)	(4.7)	(4.8)	(18.6)	(5.0)	(5.1)	(5.3)	(5.4)	(5.6)	(5.8)	(50.8)
Internal Office Services	0.0	0.3	(0.3)	(0.3)	(0.3)	(0.3)	(1.2)	(0.3)	(0.3)	(0.3)	(0.4)	(0.4)	(0.4)	(3.3)
Corporate Human Resources	0.0	6.6	(6.6)	(6.8)	(7.0)	(7.2)	(27.7)	(7.4)	(7.7)	(7.9)	(8.1)	(8.4)	(8.6)	(75.8)
Work Health & Safety	0.0	2.2	(2.2)	(2.2)	(2.3)	(2.4)	(9.1)	(2.4)	(2.5)	(2.6)	(2.7)	(2.7)	(2.8)	(24.8)
People Performance & Technology	0.0	1.2	(1.2)	(1.3)	(1.3)	(1.3)	(5.1)	(1.3)	(1.2)	(1.3)	(1.3)	(1.4)	(1.4)	(12.9)
Business & Service Improvement	0.0	1.1	(1.1)	(1.2)	(1.2)	(1.2)	(4.7)	(1.3)	(1.3)	(1.3)	(1.4)	(1.4)	(1.5)	(12.9)
Data & Information Management Services	0.0	8.2	(8.2)	(8.5)	(8.7)	(8.9)	(34.3)	(9.2)	(9.5)	(9.8)	(10.1)	(10.4)	(10.7)	(93.9)
Technology & Digital Services	0.0	25.5	(25.5)	(26.2)	(27.0)	(27.8)	(106.4)	(28.6)	(29.4)	(30.3)	(31.2)	(32.2)	(33.1)	(291.3)
Chief Financial Office	0.6	11.2	(10.6)	(10.9)	(11.0)	(11.3)	(43.9)	(11.7)	(12.0)	(12.4)	(12.8)	(13.1)	(13.5)	(119.4)
Legal & Governance	1.9	14.9	(13.0)	(13.4)	(15.5)	(14.3)	(56.1)	(14.7)	(15.3)	(17.6)	(16.3)	(16.9)	(17.4)	(154.3)
Corporate Costs	385.1	(8.8)	393.9	402.9	412.4	427.9	1,637.1	439.0	451.5	463.4	475.5	488.0	501.1	4,455.7
Council	651.1	530.1	121.0	130.1	130.2	143.5	524.8	136.8	146.0	152.8	155.4	150.1	151.6	1,417.5

Long Term Financial Plan 2022/23 to 2031/32

City of Sydney

Summary of Income and Expenditure by Principal Activity

The schedule below reflects the Strategic Directions from *Sustainable Sydney 2030-2050* as Principal Activities for this Delivery Program. A number of Principal Activities are largely of an advocacy and facilitation role for the City (such as Housing for all) and not one of direct service provision. As a result, the proposed budget does not reflect substantial operational costs (particularly salaries expenditure) incurred indirectly in delivering this Principal Activity. Other Principal Activities (such as Design excellence and sustainable development), will be delivered primarily via operational expenditure, rather than directly through capital works.

The summary of income and expenditure by Principal Activity below includes both the proposed operational budgets and the capital works program (for 2022/23) to better reflect the allocation of Council funds towards these major directions.

	2022/23				2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Income	Expenditure	Net Surplus/ (Deficit)	Capital									
	Net Surplus/(Deficit) by Year												
Responsible governance and stewardship	490.0	284.6	205.4	36.5	243.6	246.4	248.3	242.7	256.8	276.2	278.6	276.0	284.9
A leading environmental performer	1.0	88.6	(87.6)	21.0	(91.1)	(94.0)	(96.9)	(100.1)	(103.6)	(106.9)	(110.4)	(113.9)	(117.6)
Public places for all	45.1	75.7	(30.6)	84.8	(32.5)	(35.3)	(35.5)	(36.6)	(38.1)	(39.3)	(40.4)	(41.9)	(43.1)
Design excellence and sustainable development	82.9	46.4	36.5	0.0	28.6	23.8	12.1	11.5	12.6	10.2	12.5	6.5	5.5
A city for walking, cycling and public transport	51.3	15.5	35.9	45.7	35.6	35.2	35.9	36.5	38.4	40.3	41.0	41.8	42.6
An equitable and inclusive city	7.2	38.7	(31.4)	0.7	(35.7)	(36.7)	(37.8)	(38.9)	(40.0)	(41.2)	(42.4)	(43.6)	(44.9)
Resilient and diverse communities	46.9	51.7	(4.8)	12.5	0.5	0.5	0.6	0.6	0.6	0.5	0.5	0.5	0.5
A thriving cultural and creative life	0.7	11.8	(11.2)	3.5	(11.3)	(11.6)	(11.9)	(12.3)	(12.7)	(13.0)	(13.4)	(13.8)	(14.3)
A transformed and innovative economy	2.3	32.0	(29.6)	7.5	(30.2)	(31.1)	(26.5)	(28.0)	(28.1)	(29.0)	(29.8)	(30.7)	(32.5)
Housing for all	0.0	5.4	(5.4)	0.0	(2.6)	(2.8)	(4.9)	(3.1)	(3.3)	(3.5)	(6.7)	(3.9)	(4.1)
Total Council	727.4	650.3	77.1	212.1	104.8	94.5	83.3	72.3	82.6	94.3	89.5	76.9	77.0

Long Term Financial Plan 2022/23 to 2031/32

City of Sydney

Capital Works Expenditure Summary

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

\$'M	Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
Asset Enhancement														
Bicycle Related Works	32.5	21.8	27.2	20.1	0.3	69.4	2.3	6.3	2.1	6.5			86.6	119.0
Green Infrastructure	31.9	2.1	0.5	1.6	1.8	6.0	0.9	0.3					7.2	39.1
Open Space & Parks	96.9	18.4	26.1	18.8	17.3	80.6	20.4	27.2	24.1	18.3	24.1	26.3	221.0	317.9
Properties - Community, Cultural and Recreational	128.8	19.6	16.3	17.8	4.5	58.3	18.5	14.3	17.0	13.4	12.0	11.0	144.5	273.2
Properties - Investment and Operational	6.7	1.1			0.4	1.5	2.5	6.0	19.0	17.0	11.5	8.0	65.5	72.2
Public Art	7.4	2.8	2.9	2.2	1.6	9.4	1.8	0.8	1.5	1.5	1.5	1.0	17.5	25.0
Public Domain	188.3	36.6	32.8	26.5	30.6	126.5	15.9	32.7	22.1	19.8	28.9	31.1	277.0	465.3
Stormwater Drainage	79.9	9.3	14.6	4.2	4.2	32.3	5.0	5.7	5.7	5.6	5.6	5.1	64.9	144.8
Asset Enhancement Projects Total	572.3	111.7	120.4	91.4	60.6	384.1	67.2	93.3	91.5	82.1	83.6	82.5	884.2	1,456.5
Asset Renewal (Rolling Programs)														
Infrastructure - Roads Bridges Footways		11.8	16.3	15.0	17.8	60.9	19.2	20.1	20.9	21.6	22.9	22.9	188.5	188.5
Open Space & Parks		21.3	26.3	28.2	23.1	99.0	20.3	24.6	27.6	27.2	29.1	28.7	256.5	256.5
Properties Assets		29.2	38.4	36.8	34.7	139.0	39.1	32.0	28.3	27.7	27.7	27.4	321.2	321.2
Public Art		1.2	1.4	1.4	0.7	4.8	0.9	1.0	0.8	0.7	0.8	0.9	9.9	9.9
Public Domain		24.0	15.7	12.6	11.8	64.1	11.6	12.5	13.5	12.9	16.0	18.2	148.8	148.8
Stormwater Drainage		3.0	6.0	6.0	6.0	21.0	4.0	3.7	3.7	3.7	3.7	3.7	43.2	43.2
Asset Renewal Programs Total		90.5	104.1	100.0	94.1	388.7	95.1	93.8	94.7	93.8	100.1	101.8	968.1	968.1
TOTAL CAPITAL WORKS	572.3	202.1	224.5	191.4	154.7	772.8	162.3	187.1	186.2	175.9	183.7	184.3	1,852.3	2,424.6
Contingency														
Capital Works Contingency		10.0				10.0							10.0	10.0
Total Contingency		10.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0

Long Term Financial Plan 2022/23 to 2031/32

City of Sydney

Capital Works Individual Projects > \$5M

\$M		Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
Project Name	Project Group														
Belmore Park	Open Space & Parks - Asset Renewal	0.4	0.0		0.2	0.6	0.8	2.0	4.0	4.0	2.2			13.0	13.4
Open Space Renewal - Hyde Park Lighting	Open Space & Parks - Asset Renewal	1.0	0.5	8.2	5.0	1.2	15.0							15.0	16.0
Customs House – Façade Upgrade stage 2	Properties Assets - Asset Renewal	0.7	0.2	1.3	3.9	3.4	8.9							8.9	9.6
Town Hall House, Façade Remediation	Properties Assets - Asset Renewal	0.8	0.5	3.8	4.4	3.0	11.7							11.7	12.4
343 George St - Facade Remediation & Facade Lighting	Properties Assets - Asset Renewal	0.9	3.0	2.8		2.5	8.3	5.9	1.6					15.8	16.7
Sydney Town Hall External Works Stage 3	Properties Assets - Asset Renewal	10.1	2.2	2.1	2.1		6.4							6.4	16.5
Woolworths Building - Façade Remediation	Properties Assets - Asset Renewal	4.1	1.9				1.9							1.9	6.0
Sydney Park Brick Kilns - Renewal Works	Properties Assets - Asset Renewal	0.5	0.8	3.8	6.1	4.9	15.5							15.5	16.0
Goulburn St Parking Station - Whole of structure remediation	Properties Assets - Asset Renewal		1.0	4.8	4.8	4.8	15.3	4.8	1.2	1.2	1.2	1.2	1.2	26.0	26.0
Bay Street East - Depot Redevelopment	Properties Assets - Asset Renewal		0.5	2.0	3.0	10.0	15.5	20.0	7.0					42.5	42.5
City Centre Public Spaces - Shakepeare Place	Public Domain - Asset Renewal		0.0				0.0					3.0	3.0	6.0	6.0
Oxford St wedt and Liverpool St Cycleway	Bicycle Related Works - Asset Enhancement	0.5	1.0	7.5	2.6		11.1							11.1	11.6
Ersleville Alexandria Precinct Cycleway Links	Bicycle Related Works - Asset Enhancement	3.2	3.2	2.8			6.0							6.0	9.2
Castlereagh Street Cycleway - North	Bicycle Related Works - Asset Enhancement	1.0	4.7	10.3	6.4		21.4							21.4	22.4
College Street Cycleway	Bicycle Related Works - Asset Enhancement	1.1	4.3				4.3							4.3	5.4
Surry Hills to Central Cycleway	Bicycle Related Works - Asset Enhancement		0.2	0.4			0.5				5.2			5.7	5.7
King St Cycleway - Stage 2	Bicycle Related Works - Asset Enhancement	2.9	0.5	0.4	2.0	0.2	3.0	0.4	1.5					4.9	7.8
Forest Lodge to City South Bike Network Link	Bicycle Related Works - Asset Enhancement	0.2	2.0	1.8	3.2		7.0							7.0	7.2
Wellington Street Bike Network Link	Bicycle Related Works - Asset Enhancement		0.2	0.4	4.5		5.0							5.0	5.0
Drying Green Park	Open Space & Parks - Asset Enhancement	22.5	0.2				0.2							0.2	22.6
Wimbo Park Surry Hills	Open Space & Parks - Asset Enhancement	1.3	1.3	3.6			4.9							4.9	6.2
City Centre Playground Works	Open Space & Parks - Asset Enhancement	1.1	0.2	0.9	4.8	0.8	6.6							6.6	7.8

City of Sydney

Capital Works Individual Projects > \$5M

Long Term Financial Plan 2022/23 to 2031/32

		Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
\$M															
Project Name	Project Group														
New Linear Park - Euston Road To Bourke Road	Open Space & Parks - Asset Enhancement		0.0			2.0	2.0	2.0	3.0	3.0				10.0	10.0
Synthetic Sports Field Installations - Perry Park	Open Space & Parks - Asset Enhancement	1.0	2.2	5.1	0.5		7.8							7.8	8.7
Alexandria School and Park Synthetic Sportsfield - Joint Use	Open Space & Parks - Asset Enhancement	4.2	3.0	1.0			4.0							4.0	8.2
Mandible Street Sports Precinct	Open Space & Parks - Asset Enhancement		0.0	0.3	0.3	0.5	1.0	5.0	14.0	10.0				30.0	30.0
Sydney Park - Fmr Nursery Re-use	Open Space & Parks - Asset Enhancement		0.2	0.8	2.0	2.2	5.2	1.3						6.4	6.4
Gunyama Park Stage 2 & George Julius Avenue North	Open Space & Parks - Asset Enhancement	0.1	0.4	8.0	8.4	1.7	18.4							18.4	18.4
Moore Park - Golf Course Conversion to Open Space	Open Space & Parks - Asset Enhancement		0.0				0.0			0.3	0.7	4.5	4.5	10.0	10.0
City North Observatory Hill Park Masterplan Upgrade	Open Space & Parks - Asset Enhancement						0.0	0.3	1.2	0.5				2.0	2.0
SSHS - Stage 2 (Cultural/Community/Health Facilities)	Properties - Community, Cultural and Recreational - Asset Enhancement	4.9	8.7	7.1	4.0		19.8							19.8	24.7
New Childcare - Fig & Wattle Street Ultimo	Properties - Community, Cultural and Recreational - Asset Enhancement		0.0				0.0	8.0						8.0	8.0
Sports Facilities - Fig and Wattle Depot Site	Properties - Community, Cultural and Recreational - Asset Enhancement		0.0				0.0	7.0						7.0	7.0
Huntley Street Recreation Centre - Development	Properties - Community, Cultural and Recreational - Asset Enhancement	1.3	0.4	6.0	10.8	1.5	18.6							18.6	20.0
George Street - Lend Lease Circular Quay VPA	Properties - Community, Cultural and Recreational - Asset Enhancement	1.3	7.5				7.5							7.5	8.8
Pyrmont Community Centre Upgrade	Properties - Community, Cultural and Recreational - Asset Enhancement	1.0	1.8	2.9			4.7							4.7	5.7
Ultimo Community Centre - Upgrade (Convert Library & OOSH)	Properties - Community, Cultural and Recreational - Asset Enhancement		0.0			0.2	0.2	0.6	3.0	5.0	3.2			12.0	12.0
Bay St West - Former Depot Site Redevelopment	Properties - Investment and Operational - Asset Enhancement		0.0				0.0	0.5	3.0	15.0	15.0	6.5		40.0	40.0
City Centre - Barrack St masterplan	Public Domain - Asset Enhancement	0.0	0.2	0.5	0.9	4.1	5.7							5.7	5.7
Hinchcliffe St (North), Woolpack St & Barker St (South)	Public Domain - Asset Enhancement	0.3	0.0			0.0	0.0		6.5					6.5	6.8
Zetland Ave (West) - Paul St to Portman St	Public Domain - Asset Enhancement	8.1	1.4				1.4							1.4	9.6
Green Square to Ashmore Connection	Public Domain - Asset Enhancement	14.6	7.7	6.8	2.0		16.5							16.5	31.2
Kings Cross Public Domain - Macleay Street	Public Domain - Asset Enhancement	11.9	0.4				0.4							0.4	12.3
Crown Street Public Domain	Public Domain - Asset Enhancement	0.8	3.5	6.3	6.6	7.0	23.4	3.7						27.1	27.9

City of Sydney

Long Term Financial Plan 2022/23 to 2031/32

Capital Works Individual Projects > \$5M

		Prior Years Total	2022/23	2023/24	2024/25	2025/26	4 Years Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total	Total Project Budget
		<p>\$M</p>													
Project Name	Project Group														
Regent Street Redfern	Public Domain - Asset Enhancement		0.0		0.3	0.7	1.0	5.0	7.0	5.0				18.0	18.0
George Street South Pedestrianisation	Public Domain - Asset Enhancement	29.9	13.6				13.6							13.6	43.5
Danks Street South - Public Domain Works	Public Domain - Asset Enhancement		0.0				0.0				5.0			5.0	5.0
Green Square Northern Precinct Public Domain Works	Public Domain - Asset Enhancement		0.0				0.0		5.0					5.0	5.0
Loftus St, Reiby Pl & Customs House Ln Upgrade	Public Domain - Asset Enhancement	0.3	2.8	5.0			7.8							7.8	8.0
George Street North Pedestrianisation (Hunter to Alfred Sts)	Public Domain - Asset Enhancement		1.0	7.5	6.5		15.0	1.0	7.5	6.5				30.0	30.0
Ersleville Road Public Domain upgrade	Public Domain - Asset Enhancement		0.0				0.0		0.2	5.0	6.0	0.8		12.0	12.0
Joynton Avenue Stormwater Drainage Upgrade	Stormwater Drainage - Asset Enhancement	3.4	8.2	13.3			21.5							21.5	24.9

Long Term Financial Plan 2022/23 to 2031/32

City of Sydney

Balance Sheet

	\$'M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
ASSETS											
Current Assets											
Cash and Investments		482.6	350.6	383.0	476.1	419.1	392.0	362.0	274.4	269.7	261.4
Receivables		99.7	101.8	103.5	105.1	104.8	106.7	110.4	112.5	112.3	114.2
Prepayments		7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1
Inventory		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Current Assets Total		590.4	460.5	494.6	589.3	532.0	506.7	480.5	395.0	390.2	383.6
Non-Current Assets											
Capital Works, Infrastructure, Investment Properties and P&A		12,307.4	12,541.4	12,610.9	12,586.8	12,712.6	12,815.9	12,928.2	13,096.7	13,175.7	13,253.1
Non Current Assets		12,307.4	12,541.4	12,610.9	12,586.8	12,712.6	12,815.9	12,928.2	13,096.7	13,175.7	13,253.1
Total Assets		12,897.9	13,001.9	13,105.5	13,176.1	13,244.6	13,322.6	13,408.7	13,491.7	13,565.8	13,636.7
LIABILITIES											
Current Liabilities											
Payables		275.0	270.6	277.2	262.0	254.3	247.5	238.4	228.8	220.5	210.7
Provisions		77.4	81.1	83.6	86.1	90.1	92.3	93.1	96.1	101.7	105.4
Current Liabilities Total		352.5	351.7	360.8	348.1	344.4	339.8	331.6	325.0	322.2	316.1
Non-Current Liabilities											
Provisions		23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7
Non-Current Liabilities Total		23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7	23.7
Total Liabilities		376.2	375.4	384.5	371.8	368.0	363.5	355.2	348.7	345.9	339.8
Net Assets		12,521.7	12,626.5	12,721.0	12,804.3	12,876.6	12,959.1	13,053.5	13,143.0	13,219.9	13,297.0
EQUITY											
Equity		12,521.7	12,626.5	12,721.0	12,804.3	12,876.6	12,959.1	13,053.5	13,143.0	13,219.9	13,297.0

City of Sydney
Cash Flow Forecast

Long Term Financial Plan 2022/23 to 2031/32

\$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:										
Rates and Annual Charges	387.5	397.3	407.3	422.6	433.4	444.5	456.0	467.8	480.0	492.6
Other Operating Income	262.1	272.9	281.9	290.2	288.3	303.0	318.0	328.6	327.8	337.3
Operating Income	649.6	670.2	689.3	712.7	721.7	747.5	774.1	796.5	807.8	830.0
Expenses:										
Salary & Wages Expenditure	256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure	272.4	276.3	288.2	291.4	298.6	309.0	320.6	331.8	339.2	349.5
Operating Expenditure	528.6	540.1	559.1	569.3	584.9	601.5	621.3	641.0	657.7	678.4
Operating Surplus	121.0	130.1	130.2	143.5	136.8	146.0	152.8	155.4	150.1	151.6
Other Non Operating:										
Interest income	7.5	6.4	6.5	8.7	9.0	8.2	9.5	9.6	8.2	8.0
Capital Related Project Expenses*	(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation	(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions	68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus/(Deficit)	77.1	104.8	94.5	83.3	72.3	82.6	94.3	89.5	76.9	77.0
Add Back:										
Depreciation	114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Non-Cash Asset Adjustments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cash Surplus before Capital Expenditure	191.5	220.7	212.0	202.4	192.8	205.0	218.6	215.2	204.6	206.7
Capital Expenditure										
Capital Works	(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects	(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments	(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure	(379.9)	(349.9)	(186.9)	(95.1)	(246.4)	(225.7)	(236.6)	(294.1)	(206.7)	(207.1)
Net Receivables/Payables Movement	13.8	(2.8)	7.4	(14.3)	(3.4)	(6.5)	(12.0)	(8.6)	(2.6)	(7.9)
Cash Surplus/(Deficit)	(174.5)	(132.0)	32.4	93.1	(57.0)	(27.2)	(30.0)	(87.6)	(4.7)	(8.3)
Total Cash at Beginning of Period	657.1	482.6	350.6	383.0	476.1	419.1	392.0	362.0	274.4	269.7
Cash Surplus/(Deficit)	(174.5)	(132.0)	32.4	93.1	(57.0)	(27.2)	(30.0)	(87.6)	(4.7)	(8.3)
Total Cash at End of Period	482.6	350.6	383.0	476.1	419.1	392.0	362.0	274.4	269.7	261.4

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

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

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

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

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

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

Summary of Expenditure - 2022/23

	2022/23		
	Acquisitions	Sales	Net Budget
Books & Library Resources	0.8	0.0	0.8
Information Technology (Equipment)	2.3	0.0	2.3
Technology and Digital Services - Capital Projects	7.0	0.0	7.0
Vehicles and Plant	6.8	(0.5)	6.3
Equipment, Furniture & Fittings and Miscellaneous	3.6	0.0	3.6
Total	20.4	(0.5)	19.9

Statement of Business or Commercial Activities

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

Revenue Policy - Charges for Works Carried out on Private Land

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