

Attachment C

Draft Resourcing Strategy 2025



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

CITY OF SYDNEY 

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Cover image: Christmas decorations in Sydney. Photo by Phoebe Pratt / City of Sydney

Introduction

Sustainable Sydney 2030-2050 Continuing the Vision continues our vision for a more sustainable future. Ten targets enable change to be measured over time. Six guiding principles that consider the values expressed by the community will inform the City of Sydney in its decision-making.

The Integrated Planning and Reporting Framework provides the mechanism for the implementation of Sustainable Sydney 2030-2050 Continuing the Vision through the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (also referred to in this document as the community strategic plan) and other key documents such as this resourcing strategy. The community strategic plan is the highest-level plan in this framework.

The City of Sydney developed the community strategic plan with, and on behalf of our communities, and it guides all our other strategies and plans. The plan identifies the community's main priorities and aspirations and includes the strategies we can take to achieve these. It takes a long-term view, identifying issues and opportunities to be addressed in the city over the next 3 decades. Ten strategic directions provide a framework for action to be taken by the City of Sydney, other levels of government, civil society and by our communities.

In deciding the activities to be undertaken and the level of service to be provided, the City needs to consider its available resources – its workforce, its financial sustainability and assets which is done in this resourcing strategy.

Our resourcing strategy

To support the community's objectives expressed in the community strategic plan a long-term resourcing strategy is required as part of the Integrated Planning and Reporting Framework.

This resourcing strategy should be read in conjunction with the City's four-year delivery program and our annual operational plan.

The actions and plans contained within the resourcing strategy ensure that the City has the necessary resources to carry out its planned activities, maintain its assets to sustain their useful life, and meet our communities' priorities now and into the future.

The City also includes in the resourcing strategy details on its information technology resources and how we engage with the community to inform on our activities and seek feedback.

Overall, the operational plan and related resourcing strategies provide for the necessary resources and levels of service to implement the proposed projects and operate programs for the City.

This serves to both inform and test the aspirations in the strategic plan and how Council's share of the required actions might be achieved while maintaining the long-term sustainability of the organisation.

The following diagram illustrates our integrated planning and reporting framework suite of documents and how they are interrelated. It is adapted from the NSW Office of Local Government Guidelines, available from olg.nsw.gov.au

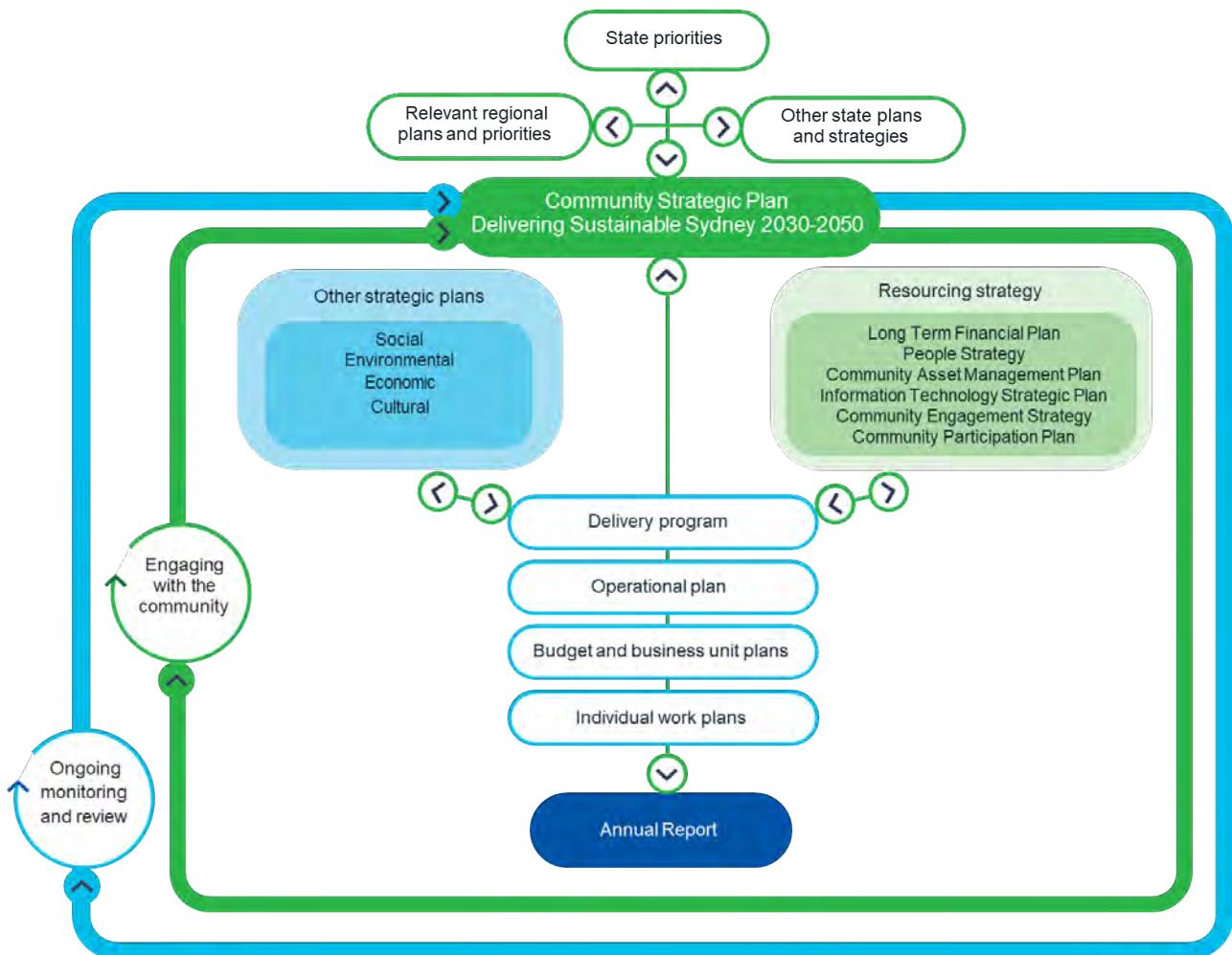


Figure 1. Integrated planning and reporting framework diagram, adapted from Office of Local Government

How the documents relate

The suite of integrated planning documents represents the City of Sydney's response to the statutory framework for planning and reporting.

The Community Strategic Plan Delivering Sustainable Sydney 2030–2050 (the community strategic plan) is the highest level plan in the integrated planning and reporting framework . It was adopted by Council in June 2022 and refreshed in 2025.

Our community strategic plan was developed with, and on behalf of, the communities we serve. It identifies the communities' main priorities and aspirations and guides all our other strategies and plans which help us to achieve these. The community strategic plan is structured around 10 strategic directions. We update this plan every four years to adapt to changing circumstances and community aspirations.

The community strategic plan acknowledges that the City does not act alone and that partners including state and federal agencies, non-government organisations, community groups and individuals have a role to play in delivering responses to achieve the community outcomes.

The City's Delivery Program 2025-29 (the delivery program) acts as the link between the long term community strategic plan and the annual operational plan and it identifies the actions we will take over the next 4 years that support the community strategic plan outcomes. The delivery program structure reflects the community strategic plan with activities aligned with the 10 strategic directions.

The delivery program acts as the link between the long-term community strategic plan and the annual operational plan

The delivery program also identifies priority projects and programs with key performance indicators and targets that contribute to the

outcomes under each strategic direction in the community strategic plan.

Our operational plan is an annual plan with more details of individual activities. It sets out the specific projects, programs and activities to be delivered in the year ahead and is aligned with our delivery program. It also includes the City's revenue policy for rates and annual charges, the fees and charges schedule, and other relevant budgetary information.

This resourcing strategy ensures the City of Sydney has adequate resources to achieve the planned outcomes for which it is responsible, while maintaining the long-term sustainability of the organisation

The Integrated Planning and Reporting Framework includes a reporting process to communicate how we are progressing to the Council and the community.



Figure 2. Hyde Park and the Archibald Memorial Fountain. Photo by Abril Felman / City of Sydney

The resourcing strategy

Effective resource planning ensures Council will focus not only on the short-term issues and the range of service delivery indicated in the one-year Operational Plan, but also on the medium and long-term challenges as we respond to meeting our communities' vision for a more sustainable future as articulated in the community strategic plan. This resourcing strategy underpins the directions within the refreshed community strategic plan and builds on previous plans, ensuring that the shared vision for our city is realised.

It takes stock of what has already been achieved and responds to the feedback we've received from our community. It also takes account of changes in relevant federal and NSW government policies and commitments as well as the long term economic, social, cultural and environmental trends and challenges for Sydney.

This strategy contains 5 key resource streams that respond to the long term strategic aspirations through :

- Financial planning
- Workforce planning
- Asset management planning
- Information and technology planning
- Community engagement

Our 5 resource streams underpin technical and policy guidance to guide the strategic implementation of our integrated planning. Moreover, resourcing strategy initiatives are reviewed annually to ensure they remain appropriate for the changing environment and to incorporate community feedback and undergo a full comprehensive review following each Council election.

Long term financial plan (LTFP)

The long term financial plan is a 10-year plan that identifies current and future financial capacity to act on the aspirations of the community strategic plan, including providing high quality services, facilities and infrastructure to the community.

Financial sustainability is one of the key issues facing local government due to several contributing factors including growing demands for community services and facilities, constrained revenue growth and ageing infrastructure.

The LTFP provides information on what can be funded by the City, including continuing to provide services at levels necessary to meet the objectives of the community strategic plan. It is an important document, which aims to balance community aspirations and goals against financial realities..

Asset management planning

The second part of the Resourcing Strategy deals with asset management planning, in particular the Council's Asset Management Strategy, Policy, and Community Asset Management Plans.

Our infrastructure assets enable us to provide services to the community. Management of these assets is a critical area of local government responsibilities, governed by legislated standards.

These assets need to be managed in the most appropriate manner on behalf of and to service the community. The Asset Management Strategy establishes a framework to guide the planning, construction, maintenance, and operation of the assets that are essential for the City to provide services to the community.

The City is responsible for infrastructure assets including land. The Community Asset Management Plan includes details of condition assessment, financial information, and maintenance and operation costs for specific assets categories.

People strategy (PS)

The People Strategy 2025-2029 outlines the key issues impacting the City's workforce and seeks to guide people related decision making, priorities and investment to support the outcomes in the community strategic plan.

The strategy has 3 core objectives:

- energising our people and our workplaces by fostering a people first culture
- adapting our ways of working for the future

- strengthening our employee value proposition and recruitment experience to attract and retain diverse, skilled people.

The People Strategy 2025–2029 forms an important part of our resource planning, ensuring that we can deliver on our business goals and are future-ready. The strategy recognises evolving community needs and the skills our people require to address the social, economic and environmental sustainability challenges ahead. For the purposes of the Integrated Planning and Reporting Framework, the People Strategy is the City's workforce plan.

Information and technology strategy (ITS)

The Information and Technology Strategy sets the information and technology direction and priorities to meet our community strategic plan outcomes, community needs and government information and data policies. The plan guides information and technology related decision making, priorities and investment.

Community engagement strategy (CES) including the community participation plan (CPP)

Community participation is a guiding principle of effective and accountable local government. We are required to engage the communities that we serve – the people, organisations and businesses that have a stake in the future of Sydney and are impacted by the decisions made by the City of Sydney.

Our community engagement strategy is a framework for how we engage local communities in the decisions made at the City of Sydney.

It outlines the legislative requirements, guiding principles, approaches and processes we use to ensure our engagement is clear, accountable, meaningful, inclusive and accessible. It describes the role communities play in our decisions about projects, policies, strategies, programs and services.

The City of Sydney's community participation plan is included in the community engagement strategy document to make it easier for community members to understand. However, it can read as a stand-alone plan that responds to the requirements of the Environmental Planning and Assessment Act.

We apply a community participation plan in carrying out our planning functions which meets the requirements of the Environmental Planning and Assessment Act, which specifies community planning panels and mandates community consultation in planning matters for all councils in the Greater Sydney region and other specified areas. It describes mandatory requirements that the City of Sydney must meet for public exhibition and notification processes for land use planning matters.

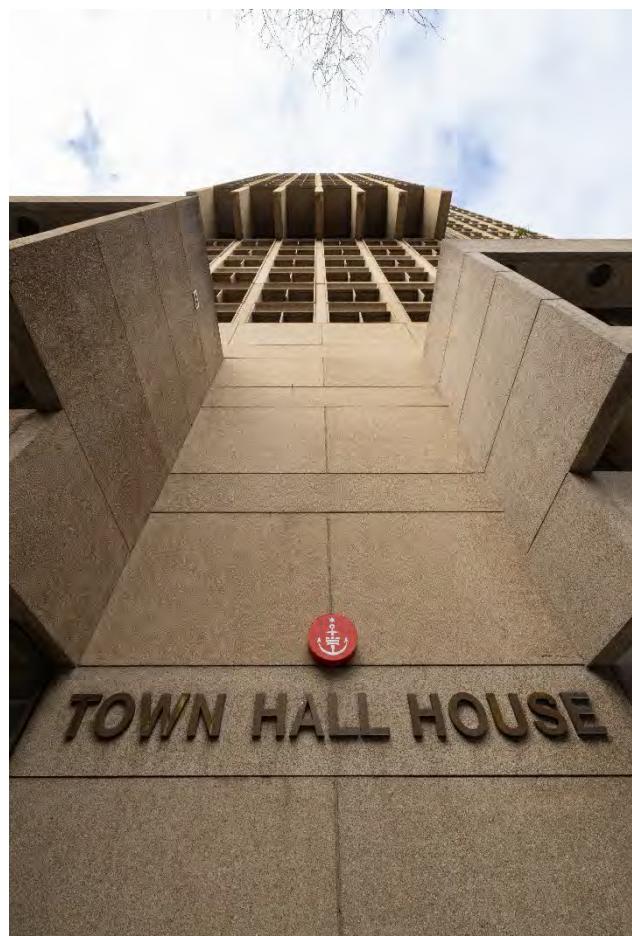


Figure 3. Town Hall House exterior. Photo by Abril Felman / City of Sydney

Common challenges in the resourcing strategy

A number of major challenges are common across all parts of our resource strategy.

Some of the major challenges include:

- Changed expectations and activities in the post pandemic environment
- planned growth in population and workers/visitors leading to an increase in demand for services and infrastructure;
- redevelopment of major urban renewal areas; and
- dynamic local and global economic conditions, including cost of living and housing affordability pressures.

The Sydney local area will be undergoing significant renewal in key urban sites. The City will be involved in projects requiring a major allocation of resources to support, deliver or maintain key community infrastructure and services as the sites are constructed and new communities form.

The City will also participate in the provision of more sustainable energy production within the City environs requiring technical expertise and financial resources.

Improving the access to and around the city is also a key challenge addressed in the Resourcing Strategy, mostly in terms of funding and asset management of major infrastructure works. The City's resources and that of the communities are significantly linked to the local and global economic conditions affecting property development, employment and investment in key infrastructure by other parties.

The Resourcing Strategy has been developed based on the current legislative and structural framework and does not incorporate any proposed legislative or structural amendments.

The Resourcing Strategy should be read in conjunction with the other documents in the integrated planning suite, particularly the community strategic plan, delivery program and operational plan.

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Draft Long Term Financial Plan 2025/26 to 2034/35

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CITY OF SYDNEY 

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Cover image: Christmas decoration on City building – Photo by Phoebe Pratt / City of Sydney

Introduction

Background

A long-term financial plan is a key Resourcing Strategy document required under the NSW Integrated Planning & Reporting framework.

The City of Sydney's (the City's) Long Term Financial Plan (LTFP) recognises its current and future financial capacity to continue delivering high quality services, facilities and infrastructure to the community while undertaking the initiatives and projects that will contribute toward the goals set down in its Community Strategic Plan, Delivering Sustainable Sydney 2030-2050.

Local government operations are vital to the community, and it is important for stakeholders to have the opportunity to understand the financial implications arising from the City's

Community Strategic Plan, Delivery Program and annual Operational Plan, and be assured that these plans are financially achievable and sustainable.

This LTFP provides a ten-year overview of the City's projected annual income and expenditure, capital works and asset delivery, acquisitions and disposals of property and the resultant projected cashflows.

The LTFP highlights the impact of the City delivering infrastructure, public domain works and facilities across the Local Government Area, whilst continuing to undertake the maintenance and renewal works required to sustain existing infrastructure and facilities at a satisfactory standard, befitting a global city.

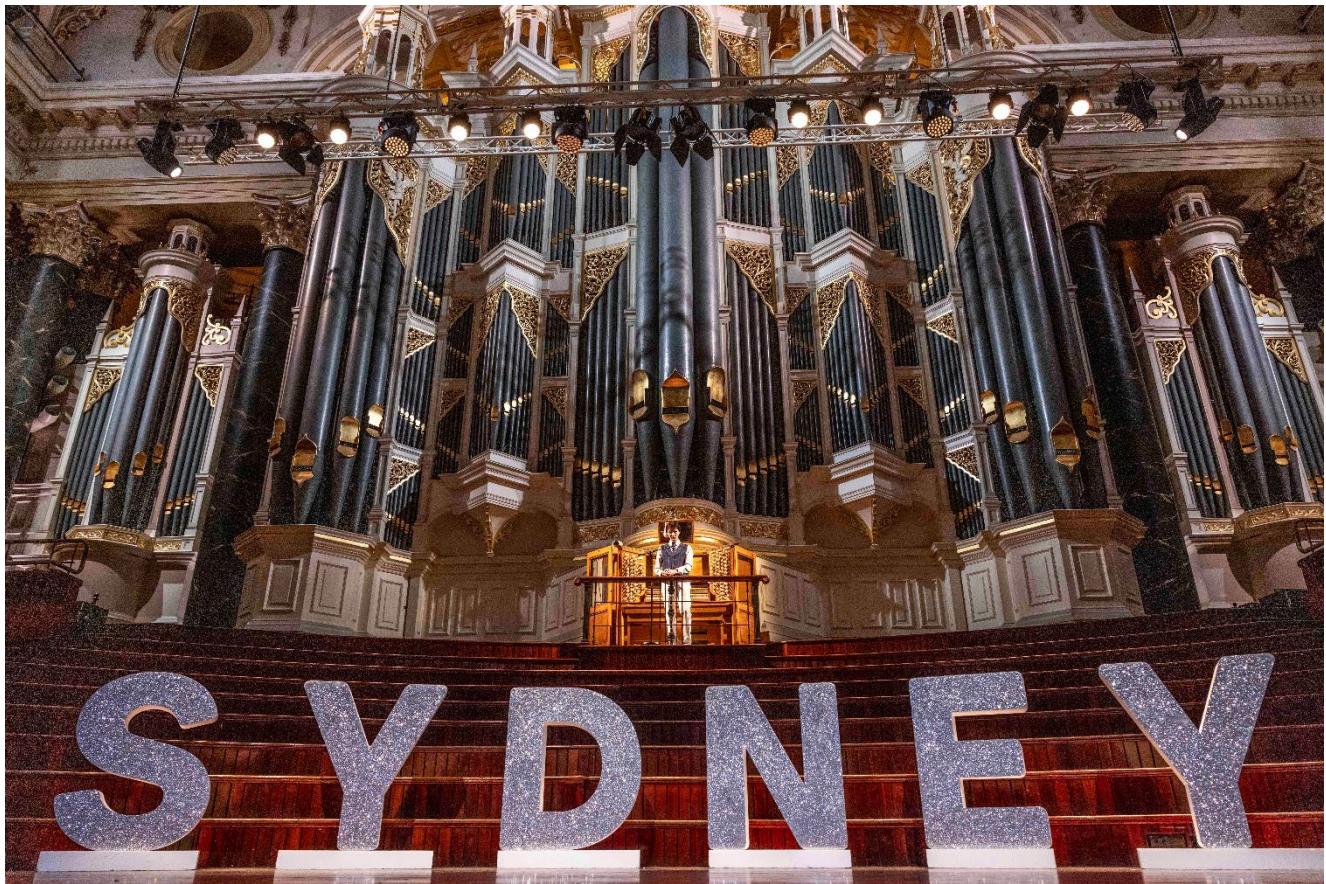


Image 1: Town Hall Open Day 2024. Photo by Katherine Griffiths.



Image 2: *New Year's Eve 2024 Midnight Fireworks. Photo by Keith McInnes.*

The LTFP demonstrates that the City has the financial capacity to progress the significant initiatives of the Delivery Program, and provides an ongoing prudent financial budgeting framework to facilitate future decision-making, ensuring that the City is well-placed to pursue strategic goals without risking the long term financial sustainability of its operations.

This iteration of the LTFP incorporates the commencement of the Town Hall Square project. The Town Hall Square project involves the demolition of buildings directly across from the Town Hall to create a public domain. This project would deliver on the vision that dates back to 1982. In 1989, a strategic direction was formally adopted whereby the City was to purchase buildings as opportunities arose to deliver a Town Hall Precinct.

The Town Hall Square project will not only deliver on the long-held vision and also compliments the already completed George St upgrades as well as the Sydney Square upgrade.

The LTFP is based on a recommended “base case” scenario (which incorporates the acceleration of the Town Hall Square project)

and two additional scenarios to the base case have been added, modelling the impacts of:

- a. Impact on operating expenditure of inflation lasting longer than anticipated over the short term (1% higher than the base case), returning to normalised inflation assumptions from 2027/28.
- b. Reduced income from developer contributions resulting from uncertainty of future development cycles and the ownership of income flows.

The scenarios reflect unfavourable outcomes for the City of Sydney. Details on each case are included in the LTFP below and additional financial schedules are also included.

Projecting over the ten-year timeframe of this LTFP necessitates the use of a variety of underlying assumptions. The LTFP will therefore be closely monitored, and regularly revised, to reflect changing circumstances.

Current Financial State and Key Risks

The goals and objectives set out in the Community Strategic Plan form the basis for this plan. The City's recent strong financial position has been built upon a diverse income base, significant business rate income and its commitment to control and deliver services, facilities and infrastructure that are both effective and efficient.

Economic Context

After an extended period of high inflation and sustained economic instability, the City's businesses and residents have endured significant economic and financial hardship. With wages now growing faster than inflation, there has been some relief but the sustained impact on purchasing power as a result of other pressures on household budgets, such as the increased cost of housing, has led to an altering of consumer spending patterns.

Further, even with inflation returning to the RBA's target range, the current geopolitical landscape presents ever changing challenges to the economic context that the City operates within.

The City of Sydney, considering the above context, however, remains in a strong financial position in the face of this economic uncertainty, which can be attributed to sound financial management over the preceding years. This enables the ongoing transformation of the urban environment, such as the commitment to start the Town Hall Square project.

Independent Pricing and Review Tribunal (IPART) methodology that:

“A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community”.

The key principles driving the City's long-term planning include:

1. The Community Strategic Plan, Delivering Sustainable Sydney 2030-2050 will continue to guide City of Sydney action, with annual reviews of progress and priorities as part of our annual Integrated Planning and Reporting process.
2. Diverse and innovative public engagement processes will help us understand the needs and expectations of our residents, businesses, workers, students and visitors.
3. Effective internal governance arrangements will help deliver current and new projects and programs to meet the needs and outcomes agreed with our communities.
4. Agreed targets and outcomes incorporated into the City's annual planning and budgeting processes.
5. Long-term financial planning will manage operating costs to deliver operating surpluses to fund infrastructure and facilities.
6. A People Strategy to foster a “People First” culture, adapt our ways of working, and strengthen our value proposition and recruitment experience.

Financial Sustainability

The City supports the definition of financial sustainability set out in the TCorp report *Financial Sustainability of the New South Wales Local Government Sector* and reiterated in the

7. Infrastructure and asset maintenance monitored on a targeted basis to maximise renewal levels without over-servicing.
8. Policies and procedures regularly reviewed to improve the City's approach and respond to emerging needs and community expectations.
9. Develop sustained collaboration, partnerships and new ways to involve and empower communities to achieve Sustainable Sydney 2030-2050 Continuing the Vision.
10. Regular assessment of funding projections to determine appropriateness of debt to meet the need for future infrastructure.

The City continues to progress the formal transfer of certain land parcels controlled by the NSW Department of Planning, Housing

and Infrastructure. Further parcels of land currently under the control of Property and Development NSW are the subject of ongoing discussions regarding future transfer to the City.

From 1 July 2018, the *Crown Land Management Act (2016)* introduced changes to the management of Crown land by councils. Specifically, councils are required to manage their dedicated or reserved land as if it were public land under the *Local Government Act 1993*.

Apart from land already dedicated to the City, the LTFP does not include provision for owning, controlling, maintaining or operating assets currently controlled by NSW or Federal Government entities. No future amalgamations or boundary changes have been anticipated or modelled in this plan.



Image 3: NAIDOC Event in Sydney 2024. Photo by Joseph Mayers.

Economic Factors

Economic factors can have a significant impact to the City's financial position. These include:

- Consumer Price Index (CPI) for Sydney
- IPART's rates peg
- Escalating construction costs
- Commercial property market performance
- Declining revenue from Federal Financial Assistance Grants in real terms
- Urban Renewal and development trends (as driven by property market performance)

Other economic assumptions in the plan

Employment costs are a significant risk for the City in managing its underlying operating expenditure over a ten-year timeframe, as employee costs currently represent approximately half of the City's total operating expenditure excluding depreciation. The City has assumed future wages increases broadly in line with the Local Government (State) Award.

With the recent history of increasing interest rates now considered to be past peak, higher interest income remains in the early years of the LTFP with the investment portfolio to return to long-term averages of approximately 3% per annum from 2031/32 onwards.

Although the City's portfolio of financial investments has historically outperformed industry benchmarks, this plan reflects conservative investment return assumptions in the medium to long term. Further, the financial position of the City is affected through adjustments to provisions, in part determined by reference to long term bond rates, and fixed asset revaluations.

Other significant financial risks in asset management and service planning together with ongoing review of contracts and services include:

- increased levels of service expected by the community and other stakeholders
- new services expected to be delivered by local government and potential government cost-shifting

- additional asset maintenance costs (new parks, roads, cycleways, facilities etc)
- limited competitive supply for some specific service areas.

The City adopts conservative assumptions in financial projections, to mitigate the risk of economic fluctuations adversely affecting financial sustainability. The assumed escalation rates for both income and expenditure are regularly reviewed and updated as appropriate.

Current Financial Position – City of Sydney

Over the past 20 years the City delivered consistently strong operating performance results, which have enabled the City to accumulate significant cash reserves, and to internally fund its capital works program. The City's closing cash and equivalent investments balance at 2023/24 was \$766M.

The City of Sydney entered the 2024/25 financial year in a strong financial position due to more than a decade of stable progressive government, professional corporate administration, a policy commitment to prudent financial management, and strategically sound investments.

The City has long sustained a strong liquidity position, along with diversity in significant alternative income streams to supplement a substantial rating base.

Figure 1: Balance sheet summary

Book value of assets	\$15.38B
(including)	
Land	\$9.05B
Buildings	\$1.90B
Roads Infrastructure	\$1.59B
Stormwater Drainage	\$0.38B
Parks	\$0.36B
Cash & Investments	\$766.3M
Unrestricted Balance	\$438.8M
<i>as at 30 June 2024</i>	
Operating Result *	
2023/24	\$124.5M
2024/25 (Forecast)	\$119.6M
*Excludes capital income, interest, and depreciation	

Financial Principles and Assumptions

The City of Sydney remains committed to operating within a financially sustainable framework, to ensure that its community and other stakeholders can rely upon the ongoing provision of a full and diverse range of high-quality community services, facilities, and infrastructure.

The City plans to maintain its financial position and performance, to ensure resilience and maintain capacity to adapt and respond to emerging community needs in a measured and equitable manner.

Key principles employed in the financial planning and modelling process include:

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

The LTFP continues the City's commitment to maintain control over its financial position and performance, an achievement that has been continually demonstrated through strong operating results. The funds generated from operations are used to commence new initiatives and programs, and to fund delivery of the City's extensive capital works program, which includes the Town Hall Square project.

The suitability of utilising debt and/or private financing may be considered, for appropriate initiatives and projects.

The Operational Plan and forward projections have been set to continue the City's high standards of service and to adequately allow for all known and anticipated changes over the coming ten-year period. Unexpected cost pressures may arise, along with increasing service demands. However, in responding to these challenges, the City will continue to underpin its quality services with a value for money approach through competitive procurement processes, internal controls and the completion of business improvement programs incorporating customer feedback to ensure effectiveness and efficiency.

For the "base case" of the long-term financial model, income and expenditure projections are conservatively modelled on the upper end of the Reserve Bank targeted range of inflation. Elements of income and expenditure that are subject to wider fluctuation have been modelled accordingly (refer Assumptions below).

The annual operational budget plans for operating surpluses, which, combined with the City's interest earnings and capital contributions, provide funding for ongoing capital works projects and programs that are designed and constructed to provide the City's world class facilities.

The City will continue to prudently manage its cash reserves and investments, to ensure that appropriate financial reserves are available to meet the City's liabilities and commitments as they fall due and manage cash flow demands to ensure responsible financial management and control. While externally restricted reserves will be maintained in accordance with legislative requirements, a number of internally restricted reserves are used to ensure that funds are set aside to directly support priority initiatives and projects in the Community Strategic Plan.

Both internal and external reserves are defined in the *Financial Forecasts - Capital and Assets* section of this Plan.

The City closely monitors its financial performance and publishes several key financial indicators within its quarterly budget review statements to demonstrate its financial health and sustainability.

Assumptions

The City's 2025/26 financial year budgets (as detailed in the Operational Plan and included in the attached schedules) form the basis of the financial projections within the LTFP. The underlying Income Statement and Balance Sheet are taken to substantially represent "business-as-usual". The underlying income and expenditure form the basis of the later years in the plan, having been escalated by appropriate indices, with appropriate adjustments.

Broadly, the Plan utilises forecast annual CPI growth as an indicative guide to annual income and expenditure movements. Appropriate adjustments are made where income or expenditure items are known to escalate on a different basis.

Where new initiatives/projects that will impact operating income and/or expenditure are anticipated, additional adjustments are made to long term projections in the model.

Significant adjustments include:

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

- Delivery of the Town Hall Square Project (see specific section below)

The Capital Program is forecast over the ten-year timeframe of the Plan. In later years, where specific projects may not have yet been fully identified, provisional sums are included reflecting historical works patterns, with the aim of meeting renewal requirements identified as part of the Asset Management Strategy.

As capital projects are forecast to be completed, corresponding income and expenditure (including depreciation) impacts are factored into future financial results.

Other assumptions relating to specific income and expenditure types are included within this LTFP.

In preparing the Plan, the City undertakes a wide range of sensitivity testing, via a sophisticated financial modelling tool, in order to arrive at what it considers to be the most realistic and balanced scenario. The attached schedules reflect the City's forecast financial position and performance.



Image 4: Christmas Tree 2023. . Photo by Abril Felman.

Accelerating Town Hall Square

For more than three decades, the City of Sydney has been progressively acquiring properties opposite Town Hall to create a future Town Hall Square.

The Town Hall Square project will be the most significant capital project the City has undertaken. The project includes the demolition of the existing buildings within the square to be replaced with public domain.

Following a Resolution of Council, the financial impact of delivering this project has been included in the LTFP. In addition to the initial estimated cost of the project, the modelling also includes initial estimates for reduced commercial property income and the maintenance of the new public domain.

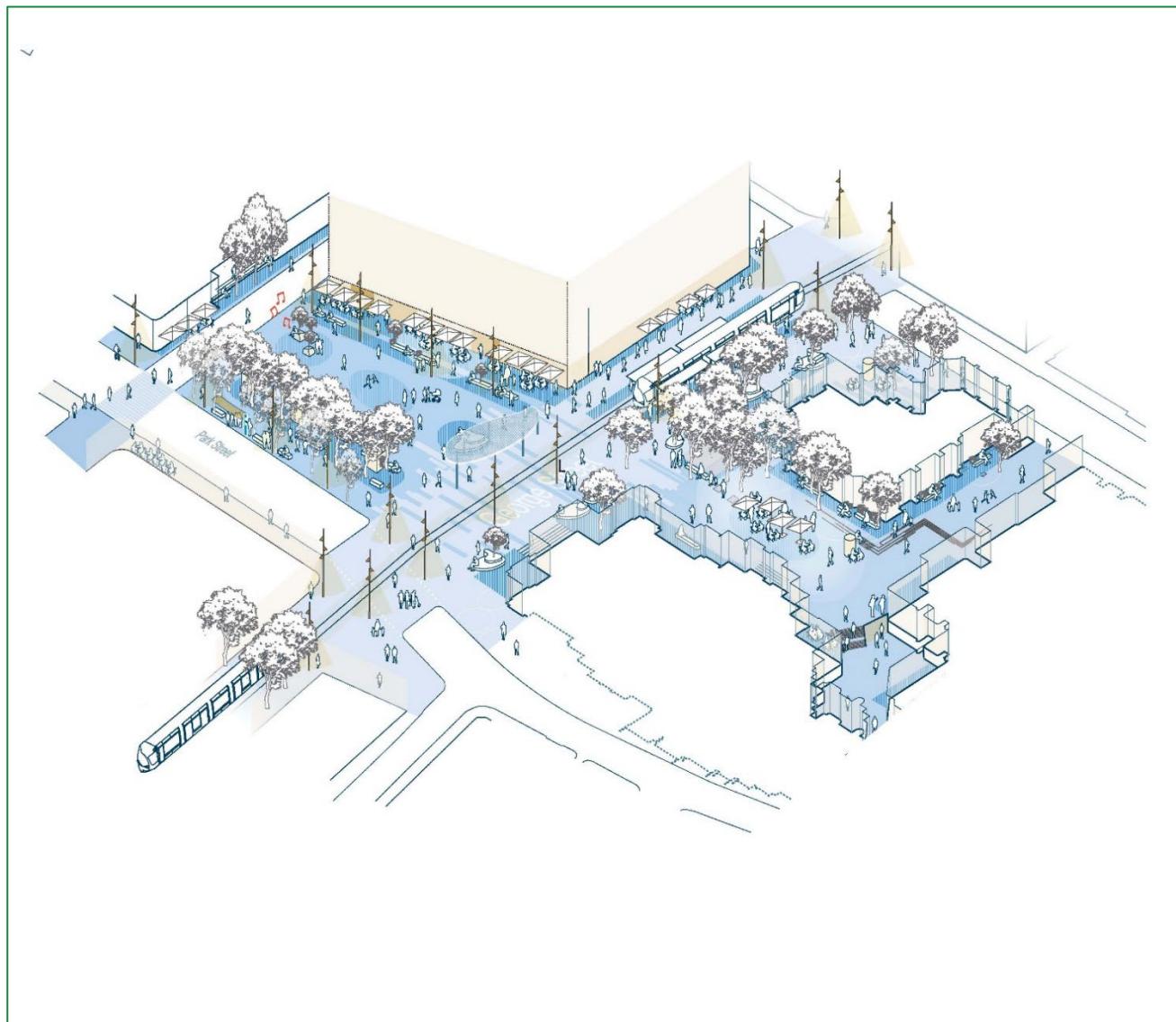


Image 5: Town Hall Square Concept by Jan Gehl

Financial Forecasts – Continuing Operations

Note that the categories below refer to the Income Statement in the first financial schedule attached to this plan.

Income from continuing operations

This section includes a review of the major sources of income received by the City, including explanatory information along with a discussion of the risks and assumptions.

The City aims to maintain a diverse income base, with income sources outside Rates and Annual Charges being vital to reduce the burden on ratepayers of funding all of the City's ongoing operations, minimising the impact of rate-pegging. In addition to the operating income below, details of capital income – also used to partially fund the City's capital works program – are detailed later in this section.

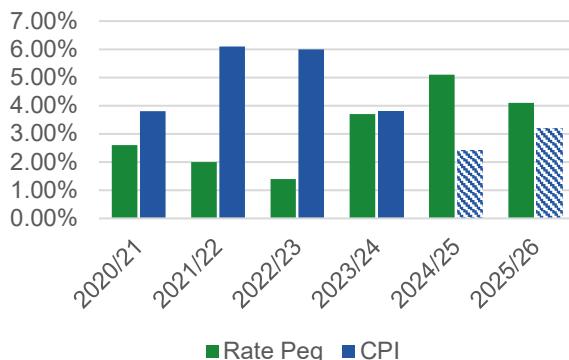
Rates and Annual Charges

Rates and Annual Charges are the City's primary source of annual income, contributing over half of total operating income.

The rates peg is the annual allowable increase to a Council's general income in a given financial year, which is dictated by the Independent Pricing and Regulatory Tribunal (IPART).

The rate peg assessed by IPART for the City has been set at 4.1% for 2025/26 as seen in the below chart. The shaded columns are forecast Consumer Price Index (CPI) at the time of writing.

Figure 2: CPI and Rates Peg



In accordance with NSW legislative requirements, the City calculates rates on individual assessments by applying an ad valorem (rate in the dollar) multiplier to each rateable (unimproved) land value and subjecting it to a minimum amount.

The City maintains three rating categories:

1. a CBD business rate;
2. a general business rate; and
3. a general residential rate for the entire local government area (LGA)

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

The City's annual rates income represents 42.2% of Income from Continuing Operations (as reflected in the attached schedules of this plan for the 2025/26 year). CBD business rates represent approximately 21.8%, other business rates 8.8% and residential rates 11.6% of total income from continuing operations. The City's property distribution is not conducive to achieving an equitable unimproved land value-

based tax, with 76% of residents on minimum rates, reflecting Sydney's high density living. However, these minimum rates do not produce a rate levy that reflects an individual owner's capacity to contribute to the cost of Local Government operations, nor their likely consumption of City services.

The State Government constrains the growth of annual rate income for all councils by setting a general maximum rate increase. This 'rate cap', also referred to as the 'rate peg' is determined

by the Independent Pricing and Regulatory Tribunal (IPART), as delegated by the Minister for Local Government.

Note that the City's general rates base can also grow when new properties are developed within the area that require additional local government services, where the sum of the rates paid by strata owners exceed the original rate value or where crown lands (normally rate-exempt) are being leased for private purposes.



Image 6: *Aerial Photo of Sydney CBD. Photo by Lucinda Varney Airview Group.*

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

The City is looking closely at its rating path and the best way to equitably align its rating structure to service this growth. The City will continue to explore options that will improve the

fair and equitable distribution of the rates burden for all our ratepayers.

Beyond 2025/26, the City has estimated future average general rate increases to be broadly in line with CPI, allowing for IPART approved increases and development growth.

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

Pensioner Rates & Charges Exemptions

The City continues to provide 100% rebate of rates and annual charges for eligible pensioners within its local government area.

This scheme provides an additional rebate on top of a mandatory rebate for eligible pensioners and in total, the scheme currently costs approximately \$4.3M per year.

While this cost has remained reasonably constant, City officers continue to assess long term trends to ensure the sustainability of this policy and consider the long-term benefits and impacts of this scheme.

Domestic Waste Management Charges

The *Local Government Act 1993 (NSW)* requires domestic waste to be a full cost recovery service, and all costs associated with the administration, collection, recycling, disposal, treatment, and community education are entitled to be recouped from residential ratepayers.



Image 7: Waste and Recycling. No photo credit.

These charges amount to \$71.0M for the 2025/26 financial year, including the gradual accumulation of a reserve providing funding for future waste treatment options, as outlined in the Advanced Waste Treatment Master Plan: 2013-2030 and the Waste Strategy and Action Plan, adopted in 2017/18 financial year. This is an important initiative to supplement the City's existing efforts to promote and provide recycling and green waste services to assist in the reduction of the total amount of waste being directed to landfill.

Stormwater Charges

The legislation also provides the City with the ability to collect a further \$2.1M each year to improve its stormwater networks. The charges

remain at \$25 per residential property, \$12.50 per residential strata unit, and a pro rata rate of \$25 for every 350m² or part thereof for business properties. The funds raised from this charge are quarantined to improve the quality and quantity management of the City's stormwater network, over and above the existing works that are currently undertaken. The City plans to expend significant sums towards these important infrastructure improvements in the coming ten years, and this contribution has assisted with the preliminary planning of network enhancements, and in the future will contribute to the delivery of works identified within the Stormwater Management Plan.

User Charges and Fees

User charges and fees are derived from patrons of the City's facilities and services and organisations seeking to use the public domain. Fees and charges income provides around 15.0% of the City's budgeted Income from Continuing Operations for 2025/26.

This category of income includes parking meter and parking station income, planning and building regulation fees, venue hire, advertising space income, filming fees and work zone fees. There is a mixture of commercial, regulatory and statutory fees in addition to user-based fees, which are subsidised to provide wider community outcomes.

User charges and fees are determined annually, published in the Operational Plan, and incorporated within the annual operating budget. Assessment of the fees is based on:

- the cost of providing the service
- whether the goods or service are provided on a commercial basis
- the capacity of the user to pay
- the impact of the activity on public amenity
- competitive market prices
- prices dictated by legislation; and
- factors specified within relevant local government regulations, as applicable.

The LTFP assumes that fees will rise, in general terms, in line with CPI projections over the course of the ten years. The level of fees and charges income will fluctuate moderately from year-to-year depending on patronage and demand for facilities and services.

Parking Income

Parking income is derived from the City's network of parking meters and two car parking stations located in Goulburn Street in the Central Business District, and in Kings Cross.

Total parking income makes up around 6.9% of the Income from Continuing Operations for the City in 2025/26.

Other Revenues

Commercial property income

The City's commercial properties portfolio generates approximately 8.8% of the Income from Continuing Operations in 2025/26 and has been a key revenue source for many years.

The City's long-term aim is to maintain and ideally increase the level of income derived from property over the next ten years (noting the impact of the loss of income as a result of the Town Hall Square project), to support the anticipated additional demand for community services over the same period, and to ensure that the burden of the City's operational costs are not borne solely by the ratepayer.

The City has primarily invested within the CBD and the major 'gateways' leading into the city centre. This category of income also includes revenue generated from the ninety-nine year lease of the City-owned Queen Victoria Building (QVB) to private operators, to which the City has a residual revenue share entitlement.

The City's accounting approach for tenancies under the City's Accommodation Grants Program (AGP) is to recognise gross income and corresponding gross expenditure. The equivalent commercial rate of rent for these properties is shown as income, with the reduction provided under the AGP recognised as a non-cash (or "in-kind") grant expense.

The yields generated by the commercial portfolio are subject to ongoing review in order to identify properties with sub-optimal returns, which may be addressed through either refurbishment, development or disposal if appropriate.

The size and diversity of the portfolio presents an opportunity to grow this stream of income through careful management, divestment and potential re-investment in suitable properties, which assists in alleviating funding pressures on the City's ratepayers.



Image 8: *Outside the Queen Victoria Building. Photo by Damian Shaw.*

Enforcement income

Enforcement income refers to the gross revenue generated from the City's ordinance and parking enforcement activities in maintaining a safe city.

The gross income from enforcements represents approximately 5.0% of the City's Income from Continuing Operations in 2025/26. However, after paying processing fees to Revenue NSW and deducting other operating costs, the net enforcement income is only 1.8% of total income.

The City utilises its enforcement resources to monitor parking and ordinance issues.

The LTFP incorporates an increase for annual CPI adjustments, reflecting the annual increases previously approved by the State Government. Net enforcement income levels over the longer term may also be influenced by:

- Increase of salaries and wages, or other costs associated with the service
- Improved compliance levels

Grants and Contributions Provided for Operating Purposes

The City receives grant funding from other government bodies to supplement its other sources of income and provide additional funding for specific projects or programs where there may be shared outcomes.

The City is presently allocated in the order of \$7.0M annually from the Commonwealth Government in the form of the Financial Assistance Grants. These are general purpose grants paid to local councils under the provisions of the Commonwealth *Local Government (Financial Assistance) Act 1995*. These funds comprise an unconditional grant, and a smaller local roads component.

Other specific grants are allocated to individual projects or programs, either as part of a National or State scheme, or as a result of a specific grant funding application. The City also participates in projects between other councils and authorities that may also be funded directly by grants from other parties.

The LTFP allows for notional annual increases in line with CPI. Other grant programs have been reviewed and modelled based on their individual project timelines. It is assumed that in the future, new grants will be received but will be offset by commensurate expenditures, resulting in no net financial impact.

There is an ongoing risk that the funding methodology applied to the allocation of the Federal Financial Assistance Grants could be altered and that the City receives a reduction in grant allocations. If this was the case, the City would need to assess its response to any proposed change.

Sponsorship is sought and utilised by the City, as either cash or value-in-kind (free use of a private space) to obtain additional resources with which to support specific events, activities or programs. Sponsorships can also enhance the success and public exposure of these activities. Additional sponsorship is actively sought to allow the City to enhance, extend or reduce the cost of current activities or programs, or to develop new ones.

The market for sponsorship remains extremely tight and competitive, and the City as a public authority also maintains an appropriate Grants and Sponsorship policy, to ensure the highest levels of probity and transparency to protect the City's reputation.

Interest and Investment Income

The City invests funds that are surplus to its current needs in accordance with the approved "Minister's Orders" and its own Investment Policy and Strategy, which is reviewed annually and approved by Council.

The City's Investment Policy and Strategy for the Management of Surplus Funds was last endorsed by Council in November 2024. It again reflects a prudent and conservative approach, to achieve reasonable returns ensuring the safeguard of the City's funds for the purposes intended, whilst giving preference to Socially Responsible Investments. The City continues to take the opportunity to invest funds in a Green Tailored Deposit product brought to the market by Westpac, as well as Green Term Deposits offered by the Commonwealth Bank of Australia. In addition, in March 2025, the City became a cornerstone investor in Westpac's,

social tailored deposits which support affordable housing and other social outcomes.

The City has steadily developed relevant internal cash reserves to be applied towards major Community Strategic Plan projects over the next ten years, in addition to the external restrictions of funds required by legislation.

The size of the financial investment portfolio and interest rate returns determine the revenue generated from the Council's cash investment portfolio, and the investment income derived is therefore expected to decline with the utilisation of cash reserves in the delivery of the major projects for which they have been set aside. This is reflected in Figure 5 – projected cash and investments balances graph illustrated later in this plan.

Grants and Contributions Provided for Capital Purposes

Developer Contributions

Development contributions provide significant funding towards the cost of essential public facilities, amenities and infrastructure provided by council, reflecting the increased demand generated by increases in resident and worker populations.

The City adopted a new contributions plan for Central Sydney in November 2021 under Section 7.12 of the *Environmental Planning and Assessment Act (1979)*. The Central Sydney Contributions Plan (2020) imposes a levy based on development cost, with thresholds and contribution rates as follows:

- From \$0 - \$249,999 a contribution of 0% shall apply;
- From \$250,000 - \$499,999 a contribution of 1% shall apply;
- From \$500,000 - \$999,999 a contribution of 2% shall apply; and over \$999,999 a contribution of 3% shall apply.

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

The predecessor plan for Central Sydney, made under Section 61 of the *City of Sydney*

Act (1988) allowed for contributions amounting to 1% of the total development cost, to be levied by Council on building projects over \$200,000.

The Central Sydney Development Contributions Plan 2013 was the City of Sydney's Section 61 plan until it was superseded by the section 7.12 Central Sydney Contributions Plan (2020) described above. The plan, adopted in July 2013, operated on a recoupment basis, with contributions income applied to previously completed works, and also incorporated future works items, a number of which were carried forward into the new Section 7.12 plan.

Contributions levied under the Central Sydney Development Contributions Plan 2013 will continue to be collected, where developments approved prior to 26 November 2021 proceed to construction. Contributions received under the Central Sydney Development Contributions Plan 2013 have substantially reduced in the 2023/24 financial year, reflecting the transition to the new section 7.12 plan.

The remainder of the City of Sydney local government area (eastern, western and southern precincts) is covered by the City's Section 7.11 Plan – the City of Sydney Development Contributions Plan 2015. This plan reflects population and development projections, and a list of essential infrastructure and facilities works to support that development. The plan incorporates the entire local government area (excluding Central Sydney).

NSW State Government requirements restrict the maximum amount of Section 7.11 developer contributions that can be levied for new residential dwellings and the types of infrastructure and facilities that can be funded through the developer contributions system. In accordance with a Ministerial Direction effective from 16 September 2010, contributions levied on residential development are capped to \$20,000 per dwelling or lot created. This cap has not been subject to indexation since its inception, representing a decline in real terms.



Image 9: *Rooftop view on The Pymont. Photo by Katherine Griffiths.*

The cap, combined with the financial pressures associated with rate pegging, significantly constrain the City's ability to fund its capital program. As a result of the contributions cap, it is currently anticipated that a new Section 7.11 plan would not significantly alter existing contributions rates for most new dwellings.

Development contributions are heavily reliant on the property development cycles influenced by demand, availability of land stock, interest rates and access to funding. As a result, there are substantial risks of cash flow not aligning with planned expenditure to be funded by development contribution funding, leaving funding "gaps" that need to be supplemented by other sources until contributions are received. Moreover, there remains uncertainty regarding the ownership of future cash flows from developer contributions.

The use of Voluntary Planning Agreements (VPAs) and, in the case of Green Square, the Floorspace Bonus Scheme and Developer Rights Scheme (DRS) will also continue to deliver significant public benefits where the City is able to negotiate positive outcomes with

developers. Agreements with developers to provide Works-in-Kind contributions will continue to be linked to the delivery of essential infrastructure, where this mechanism is effective. Alternatively, monetary contributions will further assist in directly funding specific capital works projects. The LTFP conservatively projects consistent annual section 7.11 contributions income.. Though the plan adopts a consistent average, it should be noted that contributions income may be subject to fluctuation from year to year, depended on development activity. The contributions funding will partly offset the cost of meeting the associated increase in demand for new infrastructure and facilities.

Careful planning and regular reviews of forecasts and contributions plans over the life of the LTFP will reduce the risk of committing to significant expenditure for projects without appropriate financial support from developer contributions.

Alternative Heritage Floorspace Scheme

The Central Sydney Planning Committee (CSPC) resolved on 17 March 2016 to establish an Alternative Heritage Floor Space (HFS) scheme. The scheme allows developers within Central Sydney to lodge bank guarantees with the City, in order to delay the deadline for the purchase of required HFS.

If, at the maturity date of the planning agreement, the developer has not purchased the required HFS, the bank guarantee/s become payable. In the event that the City redeems a bank guarantee for cash, the funds will be held as restricted cash within the Heritage Conservation Fund, pending the identification of an appropriate avenue for disbursement towards projects with a significant heritage related component.

Capital Grants

Capital grants are received by the City for specific projects to assist in the funding of community facilities or infrastructure. The grants provide supplementary funding that can assist in accelerating the commencement of a project, demonstrate a shared commitment from the other party or provide a greater benefit arising from the additional funding.

The plan incorporates known committed grants, and a conservative allowance for capital grants income in future years, based on historical availability of grant funding assistance. As

specific projects are identified as eligible for grants, the income and budgeted capital expenditure are matched within the plan.

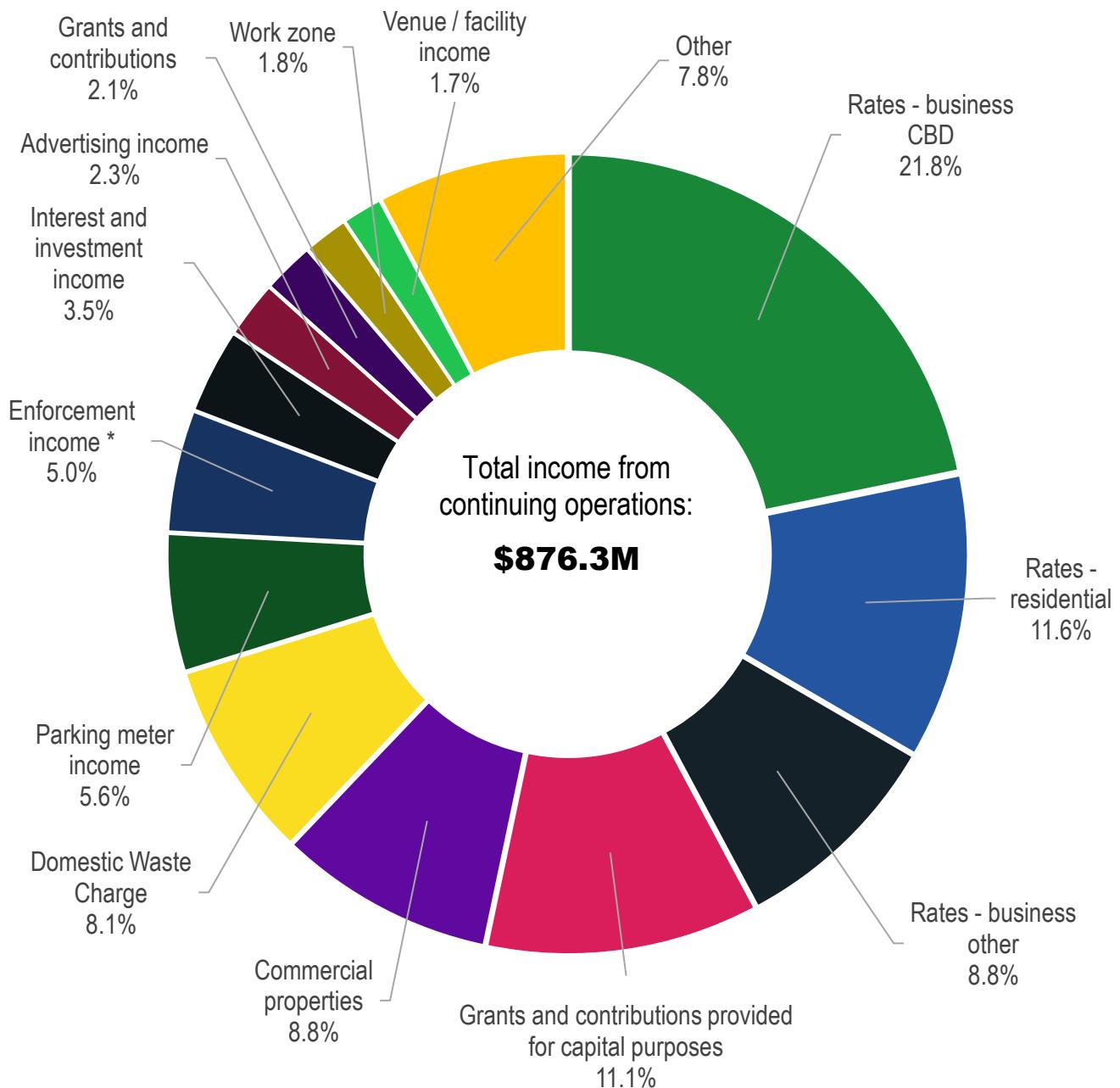
An allowance has been made for anticipated grants from NSW Government towards the construction of new cycleways, consistent with the NSW Government's City Access Strategy. This is further detailed in the *Financial Forecasts – Capital and Assets* section of this Plan.



Image 10: Perry Park Open Day. No photo credit.

Total Income Summary 2025/26

Figure 3: Income Sources as a % of Income from Continuing Operations[^]



* Note that once processing fees and collection costs are deducted from gross enforcement income, the net value represents approximately 1.8% of income

[^] Income from Continuing Operations consists of Operating Income, plus significant amounts for Capital Grants & Contributions and Interest and Investment Income

Expenses from continuing operations

This section includes a review of the City's major expenditure commitments over the next ten years, together with background information and a discussion of any key risks and assumptions.

Operating expenditure is expected to increase in general terms over the next ten years and an average increase for annual CPI growth has been applied to all costs, unless specifically modified on the basis of other data or assumptions.

Employee benefits and on-costs

The City is a leading NSW local government employer, both directly through its full-time equivalent workforce of over 2,000 budgeted full time equivalent positions and indirectly through the services it contracts to ensure an efficient, affordable and sustainable service delivery model for the community.

The City aims to build upon its reputation as an "employer of choice" in order to attract and retain quality staff that it will continue to develop, support and assist. The challenge in a competitive marketplace is to achieve these goals and enhance the City's service delivery capability while maintaining salary and wages that are sustainable over the longer term.

Direct employee costs represent 50% of the City's total operational expenditure (excluding depreciation), rising from approximately 45% in 2004/05, therefore warranting specific strategic planning, ongoing monitoring and tight management control to ensure financial sustainability.

The City's People Strategy has been prepared in line with the development of this financial plan. Future salary and wages costs will be determined as part of periodic award negotiations between the City and relevant unions. The plan contains provisions for increases in line with recent Local Government (State) Award trends over the ten-year period.

Materials and Services

Materials and services expenditures are another significant proportion of total operating expenditure, with the amount expended fluctuating moderately from year to year, depending on the specific needs and priorities of the services and projects within this category.

The category includes costs for services contracted to external parties for waste collection, facilities management, road maintenance and parks maintenance.

The City has significant infrastructure and facilities that need to be maintained to a quality standard, that provide a broad and diverse range of services for its community.

Expectations for increasing levels of service and new community facilities and assets will lead to future cost pressures.

Asset management and service planning, together with ongoing reviews of contracts and services, will aim to defray some of these increasing cost demands.



Image 11: Hayes Theatre Co set construction for *A Little Night Music*. No photo credit.



Image 12: *Lunar New Year celebrations at Martin Place. Photo by Katherine Griffiths.*

Other Expenses

“Other Expenses” incorporates costs relating to ordinary goods and services which are recurrent in nature. It also includes the costs for producing large community events (such as New Year’s Eve, Lunar New Year, Sydney Streets Festival etc), payments to utilities, donations to other organisations, communication expenses and contributions to other levels of government that can significantly change over time.

The City also manages a large and diverse annual Grants and Sponsorship program to ensure that financial support is available for the development and delivery of community projects and programs that align with the City’s strategic plan outcomes. These programs are tightly managed to ensure that the City supports a broad and diverse range of grant applications that satisfy set criteria, within the approved program (detailed in the City’s Operational Plan)

As noted in the Commercial Property Income section above, the plan accounts for tenancies under the City’s Accommodation Grants

Program (AGP) as gross income and gross (in-kind) grant expense, reflecting the value of rental abatement provided to tenants under the program.

An analysis of recent trends and project assumptions has identified several items that are likely to increase at higher than the CPI rate. The major items have all been examined and longer-term assumptions determined for the following items.

Local Government Elections

The Plan anticipates the NSW Electoral Commission charging around \$1.7M for the cost of running the local government elections every four years. The plan therefore allows for elections in, 2028 and 2032.

State Government Levies

The City recognises that State Government levies are a legitimate mechanism to distribute the burden of funding certain services and can be used as a financial disincentive to promote a reduction in certain activities, however the levies should be apportioned equitably and

used for the nominated outcomes in a transparent manner.

The City contributes in the order of \$15.0M annually to the State Government in the form of direct levies. The increase in these charges, in some cases arbitrarily set by the State Government, has in recent years risen significantly higher than CPI for the same period.

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

- Waste and Environment Services Levy applied to all waste disposed to landfill (over \$5.2M annually)
- Fire & Emergency Services Levy assigned to each council in NSW to partially fund metropolitan and rural fire services (\$7.1M annually), no longer partially subsidised by the NSW State Government
- Parking Space Levy which applies to commercial car parking spaces within the CBD (\$1.9M annually)
- Contributions to the Sydney Region Development Fund managed by the Department of Planning, Housing and Infrastructure (\$0.7M annually).

The Waste and Environment Services Levy has historically increased at a rate deliberately set greater than CPI as a price deterrent to additional waste. In 2025/26, the levy rate is anticipated to again rise, although in line with CPI only. The charges for waste and environment levy for domestic waste are fully recovered from ratepayers directly through the Domestic Waste Management Charge, as required by legislation.

The City is also subject to the State's Parking Space Levy, which has again risen significantly over recent years, with little advance notice and has had a significant impact on the cost of public and private parking within the City. There are also concerns over what benefits to public transport have been achieved through the use of these specifically quarantined funds.

The City contributes to the Sydney Region Development Fund, to assist with funding a proportion of the loans required for the State to procure lands for open space, transport etc. The City believes that this funding mechanism should be made available to offset the costs of strategic lands acquired by the City in delivering

essential infrastructure and open space in the Green Square urban renewal area.

Parking Enforcement Costs

The City incurs significant costs (including the issuing, processing and collection of infringement notices).

The City has formally requested a cessation of the profit-share agreement with the NSW Government that has been in place since 2001 for parking enforcement income. Additionally, there may be an increase in enforcement printing costs due to the NSW Government's reform on the ticketless parking fine system which returns to on-the-spot notifications for parking fines.

Asset and Infrastructure Maintenance

The City's Asset Management Strategy incorporates the over-arching framework, policies and strategies to manage the critical assets under the City's control, a key measure of long-term sustainability.

The plan provides estimates of the planned maintenance levels for each of the major categories of infrastructure assets and the LTFP includes forward estimates for asset maintenance activities including new assets developed, together with provisions for projects that refurbish, upgrade or create new community facilities and essential infrastructure.

The LTFP and Asset Management Plan together demonstrate the City's capacity to fund the required maintenance and renewal of its critical operational and community assets, in a condition appropriate to meet the needs of the community and the expectations of a global city over the next ten years.

Depreciation, amortisation and impairment

Depreciation of assets is a non-cash expense that systematically allocates the financial benefit of a fixed asset and recognises degradation of its capacity to continue to provide functionality over time.

Depreciation provides an approximate indicator of the reduction of the asset's estimated useful life, on the provision that it is maintained in a standard condition. Depreciation is based upon each asset's value and an annual rate of

depreciation calculated on the estimated useful life for each asset class.

Depreciation is not influenced by other factors such as CPI and will only change if asset values or useful lives vary, or assets are acquired or divested. NSW Office of Local Government requires that all assets are revalued to “fair value” within a five-year cycle.

Valuation and depreciation methodologies are regularly reviewed, as part of cyclical asset revaluations and in the interim, as improved asset data becomes available. Updated asset condition data is incorporated into depreciation calculations, with the aim of better aligning asset depreciation with consumption of economic benefit as closely as practical, using available information.

However, depreciation – a notional calculation of asset consumption over its useful life – is not a measure of the required renewal expenditure

on an asset in any given year. It does not inherently reflect the actual physical degradation of the asset condition. Depreciation is therefore merely a guide towards the funds that should be allocated towards the renewal of assets either on an annual basis or in the provision of internal reserves to be used for major renewal projects.

The City’s investment in new community facilities and other assets, and periodic revaluation of existing assets will see the depreciable asset base rise over time, offset in part by the impact of the demolition of assets, such as in the Town Hall Square project.

This Plan assumes a continuation of present-day depreciation methodology and accordingly increases in depreciation expense have been modelled in line with anticipated project completion dates.

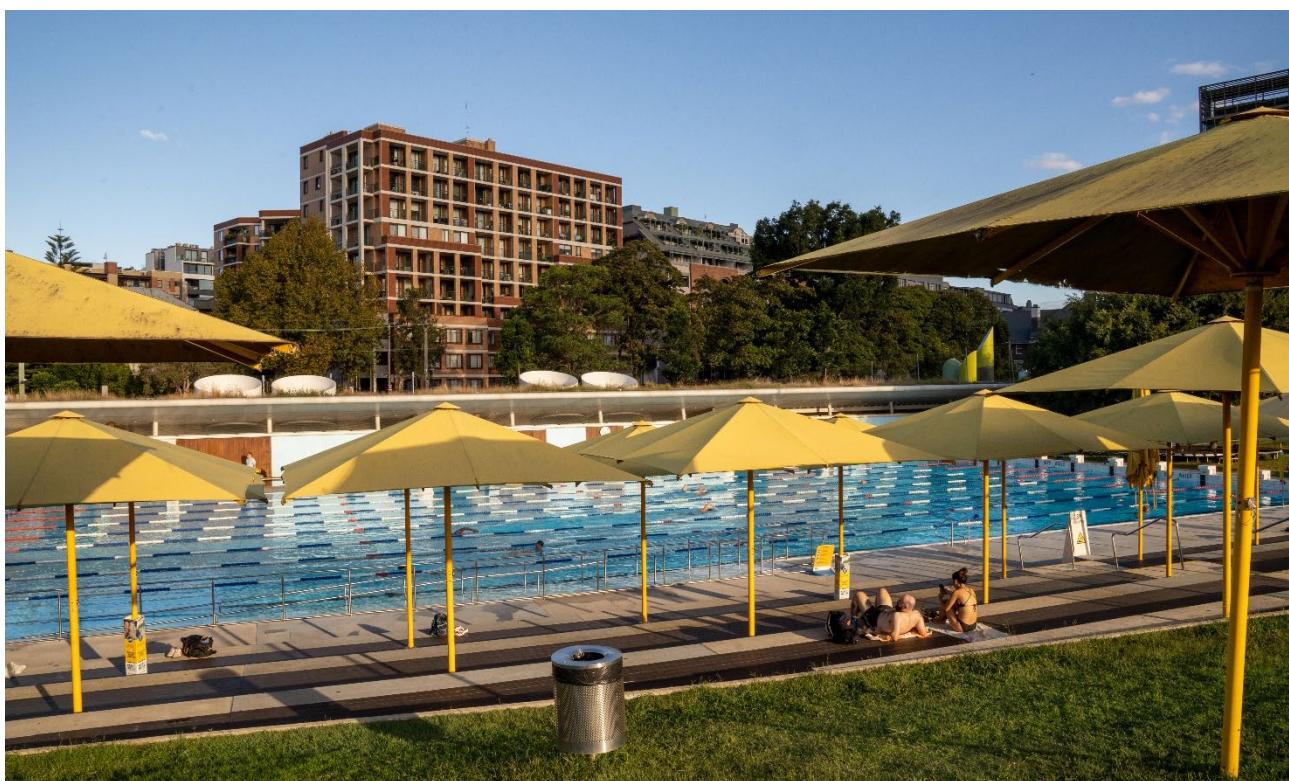
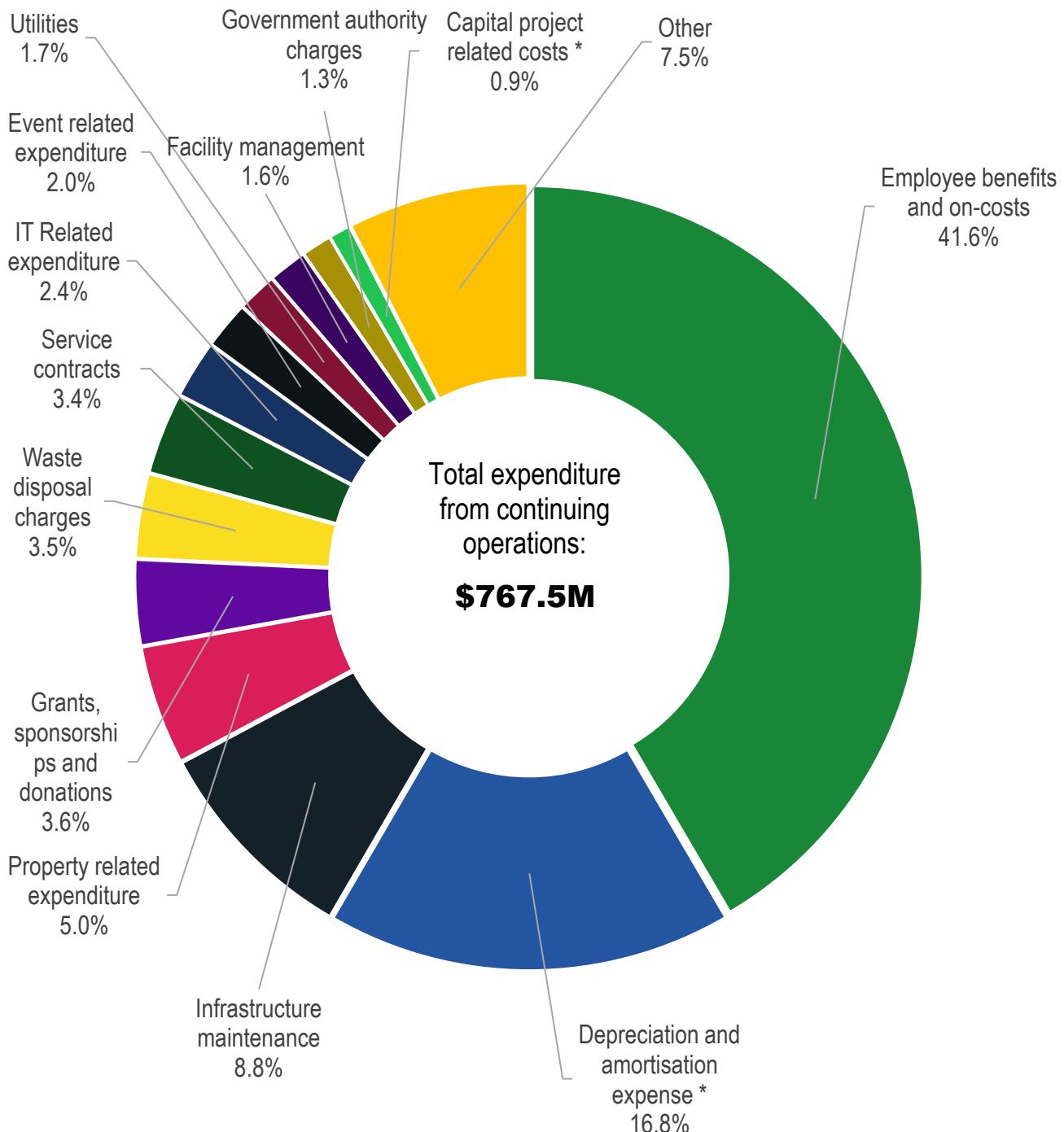


Image 13: Prince Alfred Park Public Pool. Photo by Abril Felman.

Total Expenditure Summary 2025/26

**Figure 4: Expenditure Sources as a % of
Expenditure from Continuing
Operations***



* Expenditure from Continuing Operations consists of Operating Expenditure, plus expense amounts for Depreciation and Capital Project related costs

Financial Forecasts – Capital and Assets

Capital Works Expenditure

Consistent with previous Long Term Financial Plans, the City continues to plan for an extensive capital expenditure program, with approximately \$2.3 billion of expenditure forecast for the construction of infrastructure and facilities over the next ten years.

This significant capital program, which now incorporates the Town Hall Square Project, requires careful planning and financial management, in order to ensure that delivery is achievable whilst maintaining operational service standards.

facilities are designed and constructed to meet growing community needs, while the existing portfolio of infrastructure and community facilities require upgrades and renewal in addition to their annual maintenance programs.

The capital works program funds the design, construction and refurbishment of City-controlled infrastructure, and is integrated with the asset management strategy plans, with a strong focus on quality service delivery and whole of life planning and management for each asset class.

Capital works funding is the largest program of expenditure in the City's budget over the next ten years and is therefore the subject of rigorous planning to ensure a sustainable level of funding for the timely delivery of key projects.

The ten year Capital Works schedule incorporated estimates of the scope, value and timing of the works and projects based upon the City's priorities, current level of knowledge and best estimates.

The ten-year LTFP provides for the funding of the City's significant projects, in order to progress the goals and outcomes within the Community Strategic Plan.

In addition to the major initiatives, the ten year plan also allocates funds for capital programs that both enhance the City's asset base, and also for all of the City's rolling programs of asset upgrade and renewal to ensure that its public domain infrastructure (including roads, footpaths, drains), traffic management, open space and parks, properties, pools and other community facilities are all maintained in accordance with the relevant asset management plans, and to a quality expected by the community and other stakeholders.

Asset and Infrastructure Renewal and Upgrade

The City will fund the renewal and upgrade of its infrastructure assets through the allocation of funds to its ongoing maintenance and capital works program. In cases where there is a requirement for major funding outside of this program, this will be achieved by the diversion of funds into an internally restricted reserve fund.

The program for asset renewal, enhancement and for the creation of new assets will be informed by the City's Asset Management Strategy. Over the long term, proposed capital expenditure for replacement, refurbishment and augmentation of key asset classes is expected to meet the required level, as identified in the Asset Management Strategy.

Capital Works Program

The City, through its capital works program, delivers vital improvements to the City's public domain, roads, footways, stormwater, parks and open spaces, properties, pools and other community facilities. New or replacement

Asset Enhancement Projects

Asset enhancement project groupings incorporate capital works projects resulting in new, extended and/or augmented assets. Whilst these projects may, at times, provide an implicit renewal benefit for existing assets, the main driver for the works is an increased service provision to the community.

Bicycle Related Works

The City is planning to continue construction of its adopted bike network to provide safe connected cycling infrastructure to encourage more people of all ages and abilities to ride safely, both in the city centre and surrounding areas.

Capital grants related to the delivery of new cycleways have been incorporated into the plan. These grants are anticipated to be received from the NSW Government based on their own priorities, and expenditure on a number of new cycleways projects is contingent upon the receipt of these grant funds. Should the grants not be received, expenditure on the proposed program will not be achievable, and will need to be revised accordingly. The City continues to work closely with the NSW Government to align project priorities.

Open Space, Parks and Trees

Works to expand and enhance the City's Open Space supply are focused on increased quantity of open space, improved quality and community amenity. The program includes large provisional sums budgeted to deliver the new Open Space envisaged by the City's Development Contributions Plan, addressing increasing future demand created by the City's new population. Significant projects include:

- Gunyama Park Stage 2 & George Julius Avenue North
- Mandible Street Sports Precinct
- 22 O'Riordan St, Alexandria
- Belmore Park



Image 14: Ultimo Community Centre facilities.
Photo by Chris Southwood.

Properties – Community, Cultural and Recreational

The City manages a diverse portfolio of properties and has provided funds for their renewal, refurbishment or enhancement to continue the safe, efficient and sustainable operation of the buildings by commercial tenants, community patrons and staff.

Future provision has been made for the construction of new and upgraded community facilities, in order to meet increased demand as a result of a growing population. As project priorities and opportunities are identified, these provisional sums will be assigned to specific projects. Renewal of community and recreational facilities is forecast to meet the requirements identified in the Asset Management Strategy, over the ten years of the Plan. Major projects include:

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

Properties – Investment and Operational

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

Public Art

The City is continuing the delivery of the Green Square public art strategy, commissioning a range of new public artworks within the Green Square precinct.

The Eora Journey recognition in the public domain identifies sites or histories of significance and through the commissioning of First Nations artists working with community reveals them so that in time our city's Indigenous story will be more fully understood and respected. Yananurala, the harbour walk will share and celebrate new and old stories of Aboriginal and Torres Strait Islander people along the Sydney harbour foreshore.

These major programs are in addition to smaller, individual public art projects.

Public Domain

The City is committed to delivering innovative urban design projects that improve the quality and scope of the public domain for residents, workers and visitors together, and ensuring the ongoing safety of users of the public domain.

The ten-year capital works program incorporates both the construction of new and expanded assets, as well as upgrades that improve the public domain.

The public domain category of works includes:

- Town Hall Square Upgrade
- Sydney Square upgrade
- Dixon Street public domain improvements
- Redfern and Darlington precinct public domain improvements
- George Street North pedestrianisation (Hunter to Alfred Streets)

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

It includes:

- 4672m² of new pedestrian space
- wider footpaths by restricting through traffic
- up to 30 new trees
- new street furniture

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

Stormwater Drainage

Major stormwater drainage augmentation projects, arising from Flood Plain Management Studies and in response to community needs in areas experiencing residential growth, are included within the City's capital works program. Provisional sums have been included in the later years of the program, to enable the mitigation of potential flooding risks.

Asset Renewal – Rolling Programs

Asset renewal capital programs comprise groups of works focused on restoring and maintaining the service capacity of the City's infrastructure assets and facilities. Whilst a degree of upgrade to older assets is inevitable in most renewal works, the projects are chiefly initiated to restore the service capacity of existing assets.

Open Space, Parks & Trees

The City's parks, open spaces and trees (including City controlled Crown Reserves) are amongst the community's most highly valued assets. Our park and open space network encompasses approximately 216.5 hectares throughout the local government area, providing both active and passive places for the community's use and enjoyment.



Image 15: Hyde Park Flower Beds Ibis. No photo credit.

Along with the continuation of the successful Small Parks and Playgrounds Program, the Street and In-Road Tree Planting Programs and works to enhance Public Domain Landscaping, renewal projects are continuing at Hyde Park, Harry Noble Reserve and Jubilee Park Sports field Upgrade.

Infrastructure – Roads, Bridges & Footways

Substantial capital programs are in place to continue the renewal of the City's infrastructure network, particularly: roads, bridges and footways (incorporating cycling and kerb and gutter infrastructure). The programs will ensure that these key asset groups meet or exceed the City's determined 'minimum service levels' and continue to provide the expected amenity to the community. Also captured within these projections is the ongoing CBD Paver In-fill Program, which has successfully improved public domain amenity by replacing existing asphalt and concrete footpaths with granite paving.

Properties Assets

The City manages a diverse portfolio of properties and the LTFP provides funds for their renewal, refurbishment or enhancement to continue the safe, efficient and sustainable operation of the buildings by commercial tenants, community patrons and staff.

Renewal works to the City's corporate and investment portfolio will focus on sustainability and building compliance, along with works to maintain the income generating capacity of commercial properties. Community properties renewal works will focus on meeting safety and environmental standards and maintaining asset service levels in line with community needs.

Public Art

Programs for the conservation of the City's array of public art incorporate a significant capital renewal program. These targeted restoration works are often highly specialised and often involve heritage and artist consultation.

Public Domain

Whilst the Infrastructure – Roads, Bridges and Footways renewal programs are focused on major network asset renewals, public domain renewal programs comprise works on additional infrastructure and public space assets, ensuring that the assets are maintained to a satisfactory standard across the entire local government area.

The public domain category of works includes:

- Traffic and pedestrian improvement works
- Walls, fences, steps, street furniture, retaining structures, survey markers
- Lighting asset renewal and improvement

Stormwater Drainage

The City is undertaking a program of renewal and replacement of its existing stormwater network, in order to reduce the potential damaging effects of flooding. An extensive CCTV asset inspection project is ongoing, in order to identify priority rectification works on defective assets.

Prioritisation of Projects

The capital works program prioritises projects based on asset condition, risk, community need and other opportunities as they arise with other entities. Over shorter periods, some areas of the local government area may require more capital works than others to reflect short term needs and opportunities.

The acceleration of the Town Hall Square project is evidence of this re-prioritisation process for capital works projects, whereby the timing of projects has been adjusted to accommodate this project earlier than anticipated.

The need for new assets is constantly assessed and verified against current population and development projections, community feedback and alternative means of supplying services. A further consideration is the priority of refurbishing existing assets that provide community benefits or operational service that require regular refurbishment to enable the overall safety and quality of the facility to be maintained.

Continued growth within the southern section of the City's area will place additional emphasis on prioritising the provision of community facilities

and essential infrastructure in line with the development of the significant sites.

Timing

The ten-year capital works schedule comprises a mixture of specifically identified and budgeted projects over the shorter term and contains provisional sums over the longer term for programs of work where individual project opportunities have not been determined as yet.

Capacity

Apart from funding constraints, the City has capacity constraints which determine the capital works program delivery timeframe. The constraints in project delivery include extensive community consultation programs, state government approvals, design, stringent procurement processes and availability of labour resources to project manage and implement the projects.

The ten-year capital works schedule proposes an annual budget that reflects the demand and capacity. A small number of very large projects may be totally delivered by other parties, and the City may elect to contribute to the project through financial means.

Future Capital Works Program

The City will generate the requisite funds through tightly controlled and well managed operations, interest earnings and capital contributions. Though the LTFP includes a challenging program to deliver year on year, it is considered appropriate, achievable, and financially sustainable.

Plant and Assets (including Technology and Digital Services Projects)

In addition to the renewal and expansion of the City's asset base delivered through the capital works program, the City undertakes a replacement (and, where appropriate) upgrade/expansion program for its plant and equipment type assets. Asset types include vehicles and plant, information technology hardware and equipment, library resources, furniture and fittings and other equipment.

Additionally, the City has a capital works program to deliver components under the Information and Technology Strategy, incorporating the purchase, development, upgrade and implementation of new and existing software and systems.

The forecasts shown represent asset acquisitions (net of disposals, which aim to recover the residual value of the asset, where a sale is possible). The average annual allowance is in the order of \$44M combined for plant and asset acquisitions and capital works (Technology and Digital Services), which represents the long-term target, with specific requirements determined within the Operational Plan each year.

For the purposes of this iteration of the LTFP, provisional sums for future property acquisitions have been adjusted to allow for the Town Hall Square project. However divestment of a number of surplus properties have been included and are reflected in the prospective cash flows.

Purchases of land related to the delivery of the overall Green Square Urban renewal project have been significant. Most of these purchases have been undertaken to facilitate stormwater and road infrastructure delivery. The intention remains to divest any residual lands that are not required, once the essential assets have been constructed or delivered.

Over the life of this plan, the City will identify other specific development, community, and investment opportunities for Council consideration within the framework of the City's property strategy. Each of these proposals would then lead to specific acquisition and divestment recommendations that would be brought to Council for their review and direction, subject to relevant community consultation where appropriate, before being formally approved or progressed.

Property Strategy – Acquisition and Divestments

The City controls a wide portfolio of operational, community, commercial and strategic property assets, which it needs to regularly review to confirm as appropriate in light of changing needs, operational and investment requirements.



Image 16: Glebe Town Hall. Photo by Damian Shaw.

Cash (Funding) Forecasts

Incorporating the above forecasts for operating results, capital income and expenditure and asset acquisitions and disposals, the City projects cash and investments balances across the ten-year period of the LTFP.

The projected balances incorporate cash and investments held by the City. The maturity profile of the City's financial investment portfolio will be determined on a "needs basis", taking into consideration the short-term cash requirements of the City, whilst retaining sufficient cash reserves to fund the Capital Works Program. Consideration is given to the effect on the Unrestricted Current Ratio, a key liquidity measure, and on maximising investment returns earned on surplus cash.

Cash balance forecasts per the LTFP are summarised in the financial schedules attached to this document.

Cash Restrictions

A significant portion of the City's cash and investment reserves is restricted. These restricted balances are forecast to ensure that overall cash balances adequately cover the restricted amounts whilst retaining an appropriate level of working capital.

External restrictions represent cash holdings that have not yet been discharged in accordance with the conditions of their receipt.

Internal restrictions are made via Council resolution, generally in order to assign funds to specific projects/purposes or to provide contingency funds for unanticipated circumstances (e.g. Employee Leave Entitlements).

External Restrictions:

Development Contributions – 100% of cash Developer Contributions levied under Section 7.11, Section 7.12 and Section 61, Bonus Floor Space scheme and Voluntary Planning Agreements (including the Developer Rights Scheme for Green Square Town Centre) received but not yet expended in accordance with the applicable deed or contributions plan.

Contributions – Capital Works – 100% of cash contributions provided to the City by third parties that are yet to be expended on the project(s) for which they were provided.

Unexpended Grants - 100% of cash grants received not spent during the year are treated as restricted funds.

Domestic Waste – Any cash surplus from operations is held as a restricted asset to fund future capital expenditure or process improvements to the Domestic Waste collection business, including public education programs.

Stormwater Management – Funds received through the stormwater levy are set aside for various structural and non-structural programs used to reduce urban stormwater pollution. Unspent funds are held as restricted assets.

Public Roads – In accordance with section 43 (4) of the *Roads Act (NSW) 1993*, proceeds from the sale of (former) public roads are set aside for the acquisition of land for public roads, and/or carrying out works on public roads.

Internal Restrictions:

Public Liability Insurance – Monies have been restricted for 100% of the provision.

Employee Leave Entitlements – the employee leave entitlement provision is set aside to fund extraordinary movements of staff. Normal annual payments of leave entitlements are funded from operating income.

Workers Compensation Insurance – In accordance with actuarial advice, the City restricts funds for 100% of the provision, plus an additional "prudent margin".

Performance Bond Deposits – All security deposits are held as restricted funds.

Commercial Properties – Funds from the divestment of excess commercial properties may be set aside to reinvest and continue the revenue stream from (and maintain diversification of) Council's large commercial and investment property portfolio.

Green Square – Monies set aside in anticipation of Green Square infrastructure not funded by development contributions or grant funding.

Green Infrastructure – Monies set aside for implementing green infrastructure projects including water recycling to deliver enhanced environmental benefits to the organisation and community.

Town Hall Square - funding for construction costs of Town Hall Square.

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

Community Facilities – Cash proceeds from the divestment of properties that no longer fulfil community needs may be set aside for the

future acquisition or development of property to improved community spaces or replacement facilities that meet future community needs.

Operational Facilities – Cash proceeds from the divestment of surplus operational properties may be set aside for the future acquisition or development of properties to supplement or replace buildings within the current operational building assets portfolio that provide infrastructure for the operation of the City's services.

Supported Accommodation Affordable and Diverse Housing Fund – Proceeds from the sale of selected properties (nominated by Council resolution) are set aside for the future acquisition of land to be utilised in the delivery of additional affordable housing within the LGA.

Heritage Conservation Fund – Monies received through the redemption of bank guarantees provided under the Alternative Heritage Floor Space scheme will be restricted, pending the identification of an appropriate option for their disbursement.



Image 17: Sydney Streets – Surry Hills. Photo by Katherine Griffiths.

Financial Performance Targets

The City has a history of rigorous financial planning, monitoring and reporting, which facilitates a transparent understanding of performance, risks and issues that has served the City well. An early awareness of risks and issues allows the Council and the Executive to amend its plans to mitigate these arising risks and ensure the long-term financial sustainability of the City.

This diligence has continued under the Integrated Planning & Reporting (IPR) framework, incorporating input from the other key resourcing strategies of workforce planning, information and communications technology and asset management, and extended to include a longer-term forecast horizon.

There are many indicators of financial sustainability. The City continues to develop and monitor a broad suite to ensure that it is aware of any significant concerns to its operational and capital plans. At a high level, the intention at this stage has been to focus on the following industry measures of financial operating sustainability.

Key Performance Measures

Financial performance measures are an important mechanism to monitor financial sustainability. The City targets above benchmark performance where possible, and the following results are prepared in accordance with a long-standing set of required methodologies. Additional detail on projected performance against these ratios is included with the schedules attached to this Plan.

The projections included below are shown in green where the mandated benchmark level is met/exceeded. Benchmarks were set by the Office of Local Government, however, are no longer mandated.

Sustainability

Operating Performance Ratio

(Benchmark: greater than 0%)

Widely acknowledged within the sector as a core measure of financial sustainability, this ratio essentially measures a Council's Operating Result excluding Capital Grants & Contributions (which are typically tied to delivery of new capital works). Performance at or above benchmark indicates that the City has the ability to internally generate sufficient funding for its ongoing operations.

Projected Performance:

2025/26	2028/29	2031/32	2034/35
1.75%	0.37%	0.30%	0.88%

Own Source Revenue Ratio

(Benchmark: greater than 60%)

A measure of fiscal flexibility, Own Source Revenue refers to a Council's ability to raise revenue through its own internal means, thereby reducing reliance on external sources of income and insulating against negative fluctuations in external funding.

Projected Performance:

2025/26	2028/29	2031/32	2034/35
85.23%	87.85%	89.41%	90.04%

The City will continue to perform at levels in excess of the benchmark. The City will continue to seek a diversified income base, to minimise the burden on ratepayers in funding services and asset delivery.

Building and Infrastructure Asset Renewal Ratio*

(Benchmark: greater than 100%)

This measure is intended to indicate the extent to which a Council is replenishing the deterioration of its building and infrastructure assets (i.e. renewal expenditure as a proportion of annual depreciation expense). The implication of the benchmark is that a Council's annual depreciation expense is the indicative level of required annual renewal of its assets.

The previously mandated use of depreciation in calculating the required level of asset renewal was flawed, as depreciation (an accounting concept) patterns do not necessarily match the decline of asset service potential and therefore have not been used by the City as a benchmark level for asset renewals.

Projected Performance:

2025/26	2028/29	2031/32	2034/35
130.38%	131.32%	103.44%	89.45%

* The City has utilised calculations of "Required Asset Renewal" from its Asset Management Plan (part of the IPR "suite" of documents) and the ratio projections above reflect this approach.

The City's Capital Program is expected to generate capital renewal near or above benchmark levels for the entire ten years of the LTFP. Delivery of asset renewal works is not linear. The lower projected performance in outer years of the Plan marks a temporary decline in asset renewal works that follows several years where renewal works is significantly higher. This is expected to have minimal impact on the assets and their condition.

Infrastructure and Service Management

Infrastructure Backlog Ratio

(Benchmark: less than 2%)

Infrastructure Backlog, in the context of this ratio, refers to an estimated cost to restore the City's assets to a "satisfactory standard", typically through renewal works. With renewal cycles that typically take place over the longer term, it is not unusual that some backlog will occur. Maintaining this ratio at lower levels over the long term will indicate that the service capacity of assets is being effectively maintained.

Projected Performance:

2025/26	2028/29	2031/32	2034/35
0.94%	0.41%	0.53%	0.81%

The City's projected Infrastructure Backlog ratio is subject to future assessments of asset condition, and therefore difficult to predict. However, the ratio result is expected to improve as targeted renewal works (per the City's asset management plans) are completed. Condition assessments of assets are also completed periodically, in order to better prioritise capital works.

Condition assessment methodology evolves regularly, as does official guidance from the Office of Local Government and the sector generally, regarding the assessment of any identified infrastructure "backlog".

Asset Maintenance Ratio

(Benchmark: greater than 100%)

The extent to which a Council is adequately maintaining its building and infrastructure asset base is measured by expressing actual (planned) maintenance as a proportion of the "required" maintenance expenditure. A ratio result of greater than 100% will indicate the Council is exceeding its identified requirements in terms of maintenance, which in turn should impact positively upon infrastructure backlog and required renewal levels.

Projected Performance:

2025/26	2028/29	2031/32	2034/35
100.07%	100.47%	100.68%	106.07%

Projections shown are within acceptable tolerance

This LTFP, in conjunction with the Asset Management Plan, addresses identified asset maintenance requirements. Maintenance budgets over the life of the plan are forecast to meet benchmark levels as maintenance requirements increase with a growing asset base. Maintenance levels are also considered in conjunction with infrastructure backlog and required asset renewal expenditure levels over time.

Debt Service Ratio

(Benchmark: greater than 0, less than 0.2)

The effective use of debt may assist in the management of “intergenerational equity” and help to ensure that excessive burden is not placed on a single generation of a Council’s ratepayers to fund the delivery of long-term infrastructure and assets. Other strategies, not reflected in this performance measure, may also achieve an equivalent outcome, and a consistent program of capital delivery will also alleviate the need to excessively burden a particular set of ratepayers.

Projected Performance:

2025/26	2028/29	2031/32	2034/35
276.29	259.27	256.05	279.11

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

Whilst the benchmark for this ratio requires a council to utilise at least some debt, the City's history of sound, prudent financial management has resulted in the accumulation of cash reserves and underlying operating surpluses. This LTFP details the effective utilisation of these funds, facilitating the delivery of the ten-

year capital program without the utilisation of borrowings.

Should circumstances change over the life of the Plan, the City will consider the use of debt, where appropriate, in delivering key projects. This may also encompass the use of internal borrowings, where restricted funds are not required for their specific purpose in the short to medium term.

Efficiency

Real Operating Expenditure per Capita (Benchmark: less than 2%)

Whilst the difficulty of adequately measuring public sector efficiency is widely acknowledged within the Local Government sector, this measure nevertheless attempts to reflect the extent to which a Council provides “value for money” through savings in underlying (inflation-adjusted) operating expenditure over time, relative to the population serviced.

Projected Performance:

2025/26	2028/29	2031/32	2034/35
Declining Trend	Declining Trend	Declining Trend	Declining Trend

The City’s continued strong financial controls are expected to result in better-than-benchmark performance over the ten years of the Plan. This reflects continued efficiency in providing new infrastructure, facilities and services to a growing residential population.

Other Key Performance Indicators

Operating Surplus

The City is budgeting an Operational Surplus (excluding capital income, interest earnings and depreciation expense) of \$117.1M for 2025/26 which is achievable and aligns with current performance levels.

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

Cash Reserves

The City ensures in its planning process that it holds sufficient cash reserves to satisfy all of its legislative requirements (or external restrictions) as well as the internal restrictions (such as employee leave entitlements) that it has elected to set aside and appropriate amounts of working capital to ensure prudent financial controls and adequate working capital. This minimum total is at least \$250M.

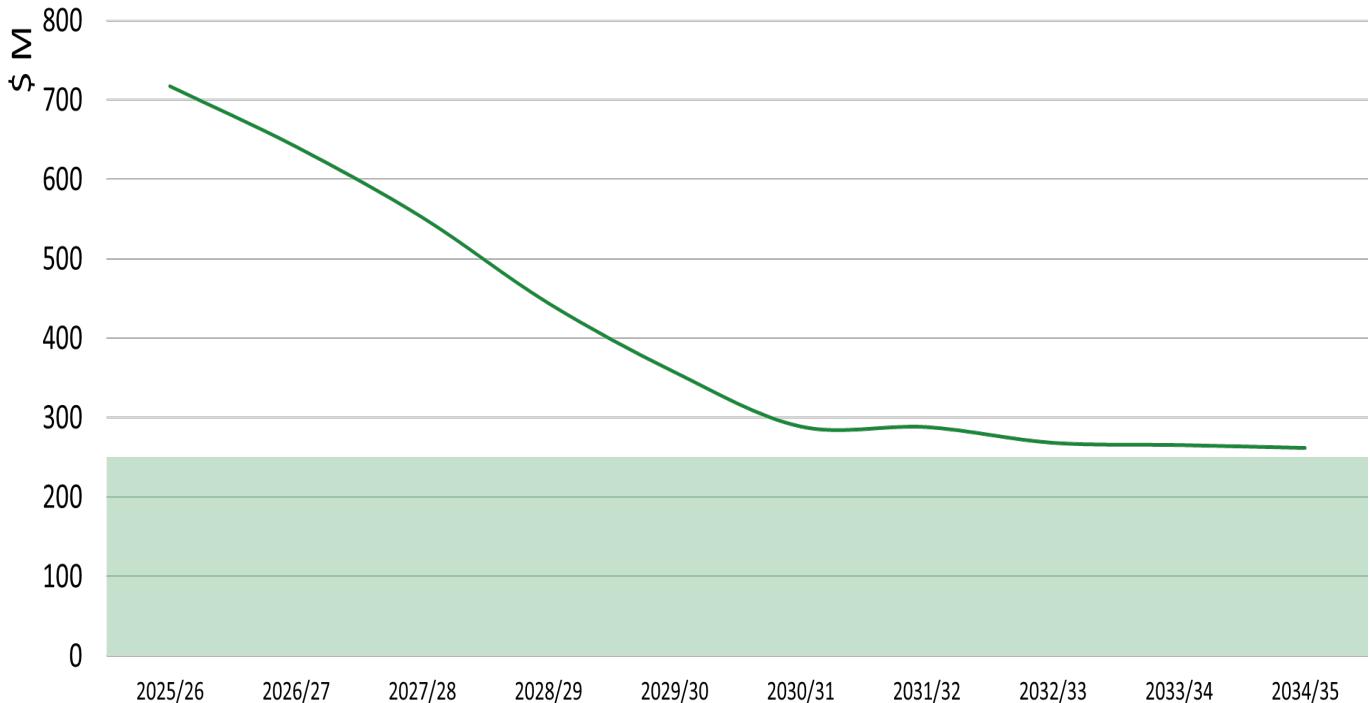
Figure 5 below illustrates the City's cash and investment balances as forecast over the next ten-year period. Read in conjunction with the projected Unrestricted Current Ratio, sustainable liquidity levels are maintained over the period of the Plan, allowing the City to meet its obligations and deliver its capital program whilst maintaining operational service levels.

Fluctuations of projected cash balances are largely a consequence of projected proceeds from the divestment of surplus City-owned properties, and also significant capital works program expenditure.

Supplementary Performance Indicators

The City uses performance indicators (and respective benchmarks) as key parameters in the financial planning process. These formerly mandated ratios incorporate those included within Fit for the Future, and some additional indicators as detailed below. The ratios (and brief descriptions of their purpose) are as follows:

Figure 5: Projected cash and investment balances



Unrestricted Current Ratio (Liquidity)

(Benchmark 1 – 1.5 or higher)

The Unrestricted Current Ratio is specific to local government, measuring the adequacy of the City's liquid working capital and its ability to satisfy its financial obligations as they fall due in the short term.

Restrictions placed on various funding sources (e.g. development contributions) complicate the traditional current ratio used to assess liquidity of businesses as cash allocated to specific projects is restricted and cannot be used to meet a Council's other operating and borrowing costs. The City's ratio was 4.92 for the 2023/24 financial year, reflecting cash reserves accumulated by the City in preparation for initiatives and major projects now underway. Reductions in later years reflect the utilisation of cash balances in delivering major capital works initiatives.

Projected Performance:

2025/26	2028/29	2031/32	2034/35
3.90 : 1	2.61 : 1	1.72 : 1	1.71 : 1

Capital Expenditure Ratio

(Benchmark > 1.1)

This indicates the extent to which a Council is forecasting to expand its asset base with capital expenditure spent on both new assets, and replacement and renewal of existing assets. The benchmark is greater than 1.1.

The City will review the value of this ratio going forward, as an indicator of financial performance, given the disconnect between depreciation (a retrospective measure) and capital expenditure based on identified future need. Variable annual capital expenditure may also distort the ratio.

Projected Performance:

2025/26	2028/29	2031/32	2034/35
1.98	2.14	1.58	1.25

Cash Expense Cover Ratio

(Benchmark > 3 months)

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow. The benchmark is greater than 3 months.

City staff actively monitor cash flow requirements and manage the maturity profile of investments to meet liquidity requirements.

Debt Service Coverage Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The benchmark is greater than 2. As the City has forecast to remain debt-free over the ten-year period of the Resourcing Strategy, this ratio is not applicable.

Interest Cover Ratio

This ratio indicates the extent to which a Council can service its interest-bearing debt and take on additional borrowings. It measures the burden of current interest expense upon a Council's operating cash. The benchmark is greater than 4. The City expects to remain debt-free over the ten-year period of the Resourcing Strategy, so this ratio will also not be applicable.

Rates and Charges Outstanding Percentage

This measure indicates a Council's success at recovering its annual rates and charges, with higher percentages of outstanding debts indicating a potential threat to Council's working capital and liquidity.

Whilst this ratio is not a mandatory financial performance measure, the Office of Local Government has previously advised a benchmark of a maximum 5% for metropolitan councils (8% for rural councils).

The City maintains a low outstanding rates and charges ratio in the order of 2%, well below the 5% benchmark for metropolitan councils. The City continues to monitor performance in collection of rates as a key measure of efficient financial management.

Long Term Financial Schedules and Scenario Modelling

The City has produced a number of financial reports to illustrate its plans and commitments over the ten-year horizon of the LTFP.

The following briefly describes these schedules, and any assumptions have not been previously discussed throughout the body of the plan.

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

1. Impact on operating expenditure of inflation lasting longer than anticipated over the short term (1% higher than the base case), returning to normalised inflation assumptions from 2027/28.
2. Reduced income from developer contributions resulting from uncertainty of future development cycles and the ownership of income flows.

Additional income and expenditure reports then provide more detailed information for the “base case”:

- By main income and expenditure type
- By the City’s organisational structure; and
- Distributed by the City’s principal activities

Income and Expenditure (Income Statement)

Income & Expenditure Statements have been provided at summary and detailed level to reflect the City’s ten-year operational plan, including the 2025/26 budget and future years’ forward estimates.

The summary report provides a high-level overview, accords with the discussion in this plan, and aligns to the required Annual Financial Reports format.

Capital Works

The Capital Works budget within the LTFP identifies each major project, rolling program and future project provision over the course of the ten-year planning horizon.

The proposed 10-year Capital Works program includes a total of \$2,257.8M comprising Asset Enhancement programs of \$884.3M, Asset Renewal programs of \$1,365.6M. There is also a Capital Contingency sum of \$8.0M in FY26.

Scenario Modelling

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

1. Impact on operating expenditure of inflation lasting longer than anticipated over the short term (1% higher than the base case), returning to normalised inflation assumptions from 2027/28.
2. Reduced income from developer contributions resulting from uncertainty of future development cycles and the ownership of income flows.

Balance Sheet (Statement of Financial Position)

The Balance Sheet reflects the City’s financial assets, liabilities and equity over the ten years of the plan.

The ten-year balance sheet reflects movements in cash and investments levels, the acquisition and divestment of assets and estimated movements in employee leave provisions, accounts payable and accounts receivable.

Figure 6: Ten-year timeframe



Cash Flow Forecast

The Cash flow Forecast takes the Net Surplus result from the Income & Expenditure Statement, adjusts for non-cash transactional movements and allows for the Capital Expenditure program to forecast the movements in the City's total cash and financial investment balances.

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

Office of Local Government Performance Measures

Projections relating to key performance measures are included in graphical format to provide additional context and to indicate performance trends over the period of the Plan.

Consistent with the requirements of the Office of Local Government, the LTFP projects financial forecasts for the City for ten years and is updated annually as part of the development of the Operational Plan.

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City of Sydney

Income Statement

	\$'M	2025/26	2026/27	2027/28	2028/29	4 Year Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total
Income from Continuing Operations													
Rates and annual charges	442.1	457.2	472.8	488.9	1,860.9	505.6	522.8	540.7	559.1	578.2	598.0	5,165.3	
User charges and fees	153.6	159.1	163.9	168.8	645.4	173.6	178.8	184.1	189.7	195.3	201.2	1,768.0	
Interest and investment income	30.4	28.0	23.0	18.3	99.6	13.6	10.4	8.4	8.0	7.5	7.5	155.0	
Other revenues	134.7	138.9	133.7	130.8	538.1	134.0	137.3	142.4	148.7	153.5	158.1	1,412.0	
Grants and contributions provided for capital purposes	97.4	86.1	109.2	78.5	371.2	78.0	82.6	82.1	80.2	81.6	84.4	860.1	
Grants and contributions provided for operating purposes	18.2	18.6	18.4	18.8	74.0	19.3	19.8	20.3	20.8	21.3	21.8	197.3	
Total Income from Continuing Operations	876.3	887.8	921.0	904.1	3,589.2	924.0	951.7	978.0	1,006.4	1,037.4	1,071.0	9,557.7	
Expenses from Continuing Operations													
Employee benefits and on-costs	319.0	329.6	340.2	350.0	1,338.8	360.9	372.2	384.4	396.9	410.6	423.1	3,686.8	
Borrowing costs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Materials and services	248.9	261.2	265.5	268.3	1,043.8	276.7	284.7	293.4	307.2	315.6	325.4	2,846.9	
Depreciation, amortisation and impairment	129.0	130.2	132.8	127.8	519.9	128.3	132.0	132.8	137.4	139.3	141.9	1,331.6	
Other expenses	70.5	77.5	72.6	75.2	295.9	78.4	79.7	80.5	82.4	81.3	83.3	781.4	
Total Expenses from Continuing Operations	767.5	798.4	811.2	821.3	3,198.4	844.3	868.7	891.1	923.9	946.8	973.7	8,646.8	
Net operating result for the year attributable to Council	108.9	89.4	109.8	82.8	390.8	79.7	83.0	86.9	82.6	90.6	97.3	910.9	

Budgeted Income Statement

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

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

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

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

City of Sydney**Detailed Income and Expenditure**

	\$'M	2025/26	2026/27	2027/28	2028/29	4 Year Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total
Operating Income													
Advertising income		20.4	21.0	21.6	22.3	85.3	22.9	23.6	24.3	25.1	25.8	26.6	233.7
Annual charges		73.1	75.2	77.4	79.7	305.5	82.1	84.5	86.9	89.5	92.1	94.8	835.4
Building & Development Application income		6.9	7.1	7.3	7.5	28.7	7.7	8.0	8.2	8.4	8.7	9.0	78.8
Building certificate		2.1	2.2	2.2	2.3	8.8	2.4	2.4	2.5	2.6	2.7	2.7	24.1
Child care fees		1.5	1.5	1.5	1.6	6.1	1.6	1.7	1.7	1.8	1.8	1.9	16.7
Commercial properties		77.3	78.6	71.7	66.9	294.5	68.2	69.5	72.6	76.8	79.4	81.8	742.6
Community properties		12.5	12.9	13.3	13.7	52.3	14.1	14.5	14.9	15.4	15.8	16.3	143.4
Enforcement income		43.7	46.1	47.5	48.9	186.2	50.4	51.9	53.4	55.1	56.7	58.4	512.1
Footway licences		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Grants and contributions		12.5	12.7	12.3	12.6	50.2	12.9	13.2	13.5	13.8	14.1	14.4	132.0
Grants - Federal Financial Assistance Grants		6.1	6.3	6.4	6.6	25.4	6.8	7.0	7.3	7.5	7.7	7.9	69.7
Health related income		1.9	1.9	2.0	2.0	7.8	2.1	2.2	2.2	2.3	2.4	2.4	21.5
Library income		0.1	0.2	0.2	0.2	0.6	0.2	0.2	0.2	0.2	0.2	0.2	1.7
Other building fees		13.9	14.3	14.8	15.2	58.2	15.7	16.1	16.6	17.1	17.6	18.1	159.5
Other fees		5.9	6.4	6.6	6.8	25.7	6.6	6.8	7.0	7.2	7.4	7.6	68.3
Other income		0.3	0.3	0.3	0.3	1.3	0.4	0.4	0.4	0.4	0.4	0.4	3.6
Parking meter income		49.3	51.2	52.8	54.4	207.7	56.0	57.7	59.4	61.2	63.0	64.9	569.9
Parking station income		11.3	11.6	12.0	12.3	47.2	12.7	13.1	13.5	13.9	14.3	14.7	129.3
Private work income		7.8	8.0	8.3	8.5	32.6	8.8	9.0	9.3	9.6	9.9	10.2	89.4
Rates - business CBD		190.8	197.5	204.4	211.5	804.2	218.9	226.6	234.5	242.8	251.2	260.0	2,238.3
Rates - business other		77.2	79.9	82.7	85.6	325.4	88.6	91.7	94.9	98.2	101.7	105.2	905.7
Rates - residential		101.7	105.3	109.0	112.8	428.9	116.8	120.9	125.2	129.6	134.1	138.8	1,194.2
Sponsorship income		0.2	0.2	0.2	0.2	0.9	0.2	0.2	0.2	0.3	0.3	0.3	2.4
Venue / facility income		14.5	14.9	15.4	15.8	60.6	16.4	16.9	17.4	17.9	18.5	19.0	166.8
Work zone		16.1	16.6	17.1	17.6	67.5	18.2	18.7	19.3	19.8	20.4	21.1	185.0
Value-in-kind - revenue		1.6	1.7	1.7	1.8	6.8	1.8	1.9	2.0	2.0	2.1	2.1	18.7
Operating Income		748.5	773.8	788.8	807.3	3,118.4	832.4	858.6	887.5	918.2	948.3	979.1	8,542.6
Operating Expenditure													
Salaries and wages		253.5	262.3	270.9	279.2	1,065.9	288.4	297.5	307.3	317.3	327.8	338.5	2,942.6
Other employee related costs		2.2	2.3	2.4	2.4	9.4	2.5	2.6	2.7	2.8	2.8	2.9	25.7
Employee on-costs		7.9	8.1	8.3	8.5	32.8	8.7	8.9	9.2	9.4	9.7	10.0	88.7
Agency contract staff		11.7	11.7	12.2	13.2	48.9	13.2	13.7	14.2	14.7	16.0	15.7	136.4
Superannuation		33.7	34.8	35.8	35.6	139.9	36.7	37.8	38.9	40.1	41.3	42.5	377.2
Travelling		0.2	0.2	0.2	0.3	1.0	0.3	0.3	0.3	0.3	0.3	0.3	2.7
Workers compensation insurance		7.1	7.4	7.6	7.9	30.0	8.2	8.5	8.8	9.1	9.4	9.7	83.5
Fringe benefit tax		0.8	0.8	0.8	0.8	3.1	0.8	0.9	0.9	0.9	1.0	1.0	8.6
Training costs (excluding salaries)		1.9	1.9	2.0	2.1	7.9	2.1	2.2	2.2	2.3	2.4	2.5	21.6
Employee benefits and on-costs		319.0	329.6	340.2	350.0	1,338.8	360.9	372.2	384.4	396.9	410.6	423.1	3,686.8

City of Sydney**Detailed Income and Expenditure**

	\$'M	2025/26	2026/27	2027/28	2028/29	4 Year Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total
Operating Expenditure (continued)													
Bad and doubtful debts		0.3	0.3	0.3	0.3	1.2	0.3	0.3	0.3	0.3	0.3	0.3	3.0
Consultancies		3.5	3.6	3.7	3.8	14.5	3.9	4.0	4.1	4.3	4.4	4.5	39.8
Enforcement and infringement costs		5.9	6.1	6.3	6.5	24.8	6.7	6.9	7.1	7.3	7.5	7.7	68.1
Event related expenditure		15.3	15.7	16.2	16.2	63.4	16.7	17.2	17.7	18.2	18.8	19.4	171.4
Expenditure recovered		(5.9)	(6.1)	(6.0)	(6.0)	(23.9)	(6.1)	(6.3)	(6.5)	(6.8)	(7.0)	(7.2)	(63.8)
Facility management		12.3	12.7	13.1	13.5	51.7	13.9	14.3	14.7	15.2	15.6	16.1	141.6
General advertising		1.1	1.2	1.2	1.2	4.7	1.2	1.3	1.3	1.3	1.4	1.4	12.6
Governance		2.2	2.3	2.3	4.2	11.0	2.5	2.6	2.6	4.5	2.8	2.9	28.8
Government authority charges		9.7	10.0	10.3	10.6	40.6	10.9	11.2	11.6	11.9	12.3	12.6	111.1
Grants, sponsorships and donations		27.3	33.0	26.8	28.2	115.4	28.4	28.3	27.5	27.8	25.1	25.5	278.1
Infrastructure maintenance		67.8	74.3	69.4	71.5	283.1	72.6	74.3	76.5	78.8	81.4	83.8	750.6
Insurance		6.7	7.1	7.5	8.0	29.3	8.5	9.0	9.5	10.1	10.7	11.3	88.4
IT related expenditure		18.5	19.2	19.8	20.4	77.9	21.0	21.6	22.3	22.9	23.6	24.3	213.6
Legal fees		3.9	4.0	4.1	4.3	16.3	4.4	4.5	4.7	4.8	4.9	5.1	44.7
Operational contingencies		3.5	3.5	3.5	3.5	14.0	3.5	3.5	3.5	3.5	3.5	3.5	35.0
Other asset maintenance		4.3	4.4	4.5	4.7	17.9	4.8	4.9	5.1	5.3	5.4	5.6	48.9
Other operating expenditure		12.2	12.6	18.0	13.1	56.0	13.5	13.9	14.3	14.7	15.2	15.6	143.2
Postage and couriers		2.0	2.1	2.2	2.2	8.6	2.3	2.4	2.4	2.5	2.6	2.7	23.5
Printing and stationery		1.5	1.5	1.6	1.9	6.6	1.7	1.7	1.8	1.8	2.2	2.0	17.7
Project management and other project costs		1.3	1.4	1.4	1.5	5.6	1.5	1.5	1.6	1.6	1.7	1.7	15.2
Property related expenditure		38.0	39.6	39.2	39.1	155.9	40.3	41.5	42.7	44.0	45.3	46.7	416.3
Service contracts		26.0	26.4	27.5	28.3	108.2	32.7	33.6	34.6	35.7	36.8	37.9	319.4
Stores and materials		5.6	5.8	6.0	6.1	23.5	6.3	6.5	6.7	6.9	7.1	7.3	64.4
Surveys and studies		1.8	1.9	1.9	2.0	7.7	2.1	2.1	2.2	2.3	2.3	2.4	21.0
Telephone charges		2.7	2.8	2.9	3.0	11.4	3.1	3.2	3.3	3.3	3.4	3.6	31.2
Utilities		12.7	13.1	13.0	13.1	51.9	13.5	13.9	14.3	14.7	15.1	15.6	138.9
Vehicle maintenance		3.2	3.3	3.4	3.5	13.5	3.6	3.8	3.9	4.0	4.1	4.2	37.1
Waste disposal charges		27.0	27.8	28.6	29.4	112.8	31.8	32.7	33.7	34.7	35.8	36.8	318.4
Value-in-kind - expenditure		1.6	1.7	1.7	1.8	6.8	1.8	1.9	2.0	2.0	2.1	2.1	18.7
Other Operating Expenditure		312.4	331.4	330.6	335.8	1,310.2	347.2	356.3	365.5	377.9	384.5	395.5	3,537.1
Operating Expenditure (excluding depreciation)		631.4	661.0	670.8	685.8	2,649.0	708.1	728.5	749.9	774.8	795.1	818.6	7,223.9
Operating Result (before depreciation, interest, capital related costs and income)		117.1	112.8	117.9	121.5	469.4	124.4	130.1	137.6	143.5	153.2	160.5	1,318.7

City of Sydney

Detailed Income and Expenditure

	\$'M	2025/26	2026/27	2027/28	2028/29	4 Year Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total
Add Additional Income:													
Interest and investment income		30.4	28.0	23.0	18.3	99.6	13.6	10.4	8.4	8.0	7.5	7.5	155.0
Grants and contributions provided for capital purposes		97.4	86.1	109.2	78.5	371.2	78.0	82.6	82.1	80.2	81.6	84.4	860.1
Less Additional Expenses:													
Capital project related costs		7.1	7.3	7.5	7.7	29.5	7.9	8.2	8.4	11.7	12.4	13.2	91.3
Depreciation and amortisation expense		129.0	130.2	132.8	127.8	519.9	128.3	132.0	132.8	137.4	139.3	141.9	1,331.6
Net Operating Result for the year attributed to Council		108.9	89.4	109.8	82.8	390.8	79.7	83.0	86.9	82.6	90.6	97.3	910.9

City of Sydney

Operating Budget

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

	2025/26			2026/27			2027/28			2028/29			4 Year Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total
	\$M	Income	Expenditure	Op Surplus / (Deficit)	Operating Surplus / (Deficit)			Op Surplus / (Deficit)	Operating Surplus / (Deficit)			Op Surplus / (Deficit)								
Chief Executive Office	0.0	11.5	(11.5)	(11.9)	(12.3)	(12.7)	(48.4)	(13.0)	(13.4)	(13.8)	(14.3)	(14.7)	(15.1)	(132.8)						
Office of the Lord Mayor	0.0	4.6	(4.6)	(4.8)	(4.9)	(5.1)	(19.4)	(5.2)	(5.4)	(5.5)	(5.7)	(5.9)	(6.1)	(53.2)						
Secretariat	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)	(23.0)						
Councillor Support	0.0	3.1	(3.1)	(3.2)	(3.3)	(3.4)	(13.0)	(3.5)	(3.6)	(3.7)	(3.8)	(3.9)	(4.1)	(35.7)						
Chief Executive Office	0.0	1.8	(1.8)	(1.9)	(1.9)	(2.0)	(7.6)	(2.1)	(2.1)	(2.2)	(2.2)	(2.3)	(2.4)	(21.0)						
Legal & Governance	0.0	14.0	(14.0)	(14.5)	(15.0)	(17.3)	(60.9)	(16.2)	(16.8)	(17.4)	(19.8)	(18.7)	(19.4)	(169.0)						
Risk Management & Governance	0.0	5.3	(5.3)	(5.5)	(5.8)	(6.1)	(22.7)	(6.4)	(6.7)	(7.0)	(7.3)	(7.7)	(8.0)	(65.7)						
Legal Services	0.0	7.8	(7.8)	(8.1)	(8.3)	(8.5)	(32.7)	(8.8)	(9.1)	(9.3)	(9.6)	(9.9)	(10.2)	(89.6)						
Internal Audit	0.0	0.9	(0.9)	(0.9)	(0.9)	(1.0)	(3.7)	(1.0)	(1.0)	(1.1)	(1.1)	(1.1)	(1.2)	(10.1)						
Council Elections	0.0	0.0	(0.0)	(0.0)	(0.0)	(1.8)	(1.8)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(3.6)						
Chief Operations Office	92.0	88.4	3.7	2.6	(9.9)	(10.6)	(14.3)	(11.8)	(13.0)	(12.5)	(11.0)	(11.1)	(11.6)	(85.3)						
Chief Operations Office	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)						
City Property	91.9	67.7	24.2	23.4	11.5	11.4	70.5	10.8	10.2	11.4	13.6	14.1	14.4	145.2						
Development & Strategy	0.0	2.7	(2.7)	(2.8)	(2.9)	(3.0)	(11.3)	(3.0)	(3.1)	(3.2)	(3.3)	(3.4)	(3.5)	(31.0)						
Professional Services	0.0	4.5	(4.5)	(4.7)	(4.8)	(4.9)	(18.9)	(5.0)	(5.1)	(5.2)	(5.4)	(5.5)	(5.6)	(50.8)						
City Design	0.0	6.2	(6.2)	(6.4)	(6.6)	(6.8)	(26.1)	(7.0)	(7.2)	(7.4)	(7.7)	(7.9)	(8.1)	(71.4)						
City Projects	0.0	1.1	(1.1)	(1.2)	(1.2)	(1.2)	(4.7)	(1.2)	(1.3)	(1.3)	(1.3)	(1.4)	(1.4)	(12.6)						
Green Square	0.0	0.6	(0.6)	(0.6)	(0.7)	(0.7)	(2.6)	(0.7)	(0.7)	(0.7)	(0.8)	(0.8)	(0.8)	(7.1)						
City Access & Transport	0.1	4.2	(4.2)	(3.9)	(4.0)	(4.1)	(16.1)	(4.2)	(4.3)	(4.5)	(4.6)	(4.7)	(4.9)	(43.3)						
Project Management Office	0.0	0.4	(0.4)	(0.4)	(0.5)	(0.5)	(1.8)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(4.8)						
People Performance & Technology	3.5	63.1	(59.5)	(61.5)	(63.3)	(65.2)	(249.6)	(67.2)	(69.3)	(71.4)	(73.5)	(75.8)	(78.1)	(684.7)						
Customer Service	3.4	8.7	(5.3)	(5.5)	(5.7)	(5.8)	(22.3)	(6.0)	(6.2)	(6.4)	(6.6)	(6.8)	(7.0)	(61.2)						
People & Culture	0.0	10.2	(10.2)	(10.5)	(10.8)	(11.2)	(42.7)	(11.5)	(11.8)	(12.2)	(12.6)	(12.9)	(13.3)	(117.0)						
Work Health & Safety	0.0	3.0	(3.0)	(3.1)	(3.2)	(3.3)	(12.7)	(3.4)	(3.5)	(3.6)	(3.7)	(3.9)	(4.0)	(34.9)						
People Performance & Technology	0.0	1.2	(1.2)	(1.3)	(1.3)	(1.4)	(5.2)	(1.4)	(1.4)	(1.5)	(1.5)	(1.6)	(1.6)	(14.3)						
Business & Service Improvement	0.0	1.5	(1.5)	(1.5)	(1.5)	(1.6)	(6.1)	(1.6)	(1.7)	(1.7)	(1.8)	(1.9)	(1.9)	(16.8)						
Data & Information Management Services	0.0	10.2	(10.2)	(10.5)	(10.8)	(11.1)	(42.6)	(11.5)	(11.8)	(12.2)	(12.5)	(12.9)	(13.3)	(116.9)						
Technology & Digital Services	0.1	28.3	(28.2)	(29.1)	(29.9)	(30.8)	(118.0)	(31.8)	(32.7)	(33.7)	(34.8)	(35.8)	(36.9)	(323.7)						
City Life	25.8	113.6	(87.8)	(95.3)	(90.6)	(92.5)	(366.2)	(94.7)	(96.6)	(98.0)	(100.5)	(100.0)	(102.7)	(958.6)						
Creative City	1.1	38.3	(37.2)	(38.4)	(39.4)	(39.5)	(154.5)	(40.7)	(42.0)	(43.2)	(44.5)	(45.9)	(47.3)	(418.1)						
Grants & Sponsorship	0.1	27.0	(26.9)	(32.6)	(26.4)	(27.8)	(113.8)	(28.1)	(28.0)	(27.3)	(27.6)	(25.0)	(25.3)	(275.0)						
Venue Management	14.8	12.3	2.5	2.6	2.6	2.8	10.5	2.9	3.0	3.0	3.1	3.2	3.3	29.0						
Social City	9.3	25.7	(16.4)	(16.8)	(17.1)	(17.5)	(67.7)	(18.0)	(18.6)	(19.1)	(19.6)	(20.2)	(20.8)	(184.1)						
City Business & Safety	0.0	5.2	(5.2)	(5.3)	(5.2)	(5.2)	(21.0)	(5.4)	(5.6)	(5.7)	(5.9)	(6.1)	(6.3)	(55.9)						
City Life Management	0.0	2.4	(2.4)	(2.5)	(2.6)	(2.6)	(10.1)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(3.2)	(27.8)						
Sustainability Programs	0.4	2.6	(2.3)	(2.4)	(2.4)	(2.5)	(9.6)	(2.6)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(26.6)						
Strategic Development & Engagement	0.8	22.4	(21.6)	(22.3)	(23.0)	(24.6)	(91.4)	(24.3)	(24.6)	(25.4)	(26.2)	(28.1)	(27.8)	(247.8)						
City Communications	0.0	10.5	(10.5)	(10.8)	(11.2)	(11.4)	(43.9)	(11.7)	(12.1)	(12.5)	(12.8)	(13.2)	(13.6)	(119.8)						
Strategy & Urban Analytics	0.0	4.1	(4.1)	(4.2)	(4.3)	(5.5)	(18.1)	(4.6)	(4.7)	(4.9)	(5.0)	(6.2)	(5.3)	(48.8)						
Resilient Sydney	0.8	1.4	(0.6)	(0.7)	(0.7)	(0.8)	(2.8)	(0.8)	(0.5)	(0.5)	(0.6)	(0.6)	(0.6)	(6.4)						

City of Sydney

Operating Budget

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

	2025/26			2026/27	2027/28	2028/29	4 Year Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total
	\$M	Income	Expenditure	Op Surplus / (Deficit)	Operating Surplus / (Deficit)			Op Surplus / (Deficit)	Operating Surplus / (Deficit)					
City Engagement	0.0	2.4	(2.4)	(2.4)	(2.5)	(2.6)	(9.9)	(2.7)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(27.1)
Sustainability & Resilience	0.0	2.0	(2.0)	(2.1)	(2.1)	(2.2)	(8.4)	(2.3)	(2.3)	(2.4)	(2.5)	(2.6)	(2.6)	(23.1)
First Nations Leadership	0.0	1.5	(1.5)	(1.5)	(1.5)	(1.6)	(6.1)	(1.6)	(1.7)	(1.7)	(1.8)	(1.8)	(1.9)	(16.7)
Strategic Development & Engagement	0.0	0.5	(0.5)	(0.5)	(0.5)	(0.6)	(2.1)	(0.6)	(0.6)	(0.6)	(0.6)	(0.6)	(0.7)	(5.8)
Corporate Costs	449.3	1.9	447.4	462.2	475.8	491.7	1,877.1	507.8	524.4	541.6	559.4	577.7	596.6	5,184.6
Finance and Procurement	0.7	15.0	(14.3)	(14.6)	(15.0)	(15.4)	(59.4)	(15.9)	(16.4)	(16.9)	(17.4)	(17.9)	(18.4)	(162.1)
Finance and Procurement Management	0.0	1.4	(1.4)	(1.4)	(1.5)	(1.5)	(5.8)	(1.6)	(1.6)	(1.7)	(1.7)	(1.8)	(1.8)	(16.0)
Business Planning & Performance	0.0	1.6	(1.6)	(1.6)	(1.7)	(1.7)	(6.6)	(1.8)	(1.8)	(1.9)	(1.9)	(2.0)	(2.1)	(18.1)
Financial Planning & Reporting	0.0	4.1	(4.1)	(4.2)	(4.3)	(4.5)	(17.1)	(4.6)	(4.8)	(4.9)	(5.0)	(5.2)	(5.4)	(47.0)
Rates	0.7	3.3	(2.6)	(2.7)	(2.7)	(2.8)	(10.8)	(2.9)	(3.0)	(3.1)	(3.2)	(3.3)	(3.4)	(29.7)
Procurement	0.0	4.7	(4.7)	(4.7)	(4.8)	(4.8)	(19.0)	(5.0)	(5.1)	(5.3)	(5.5)	(5.6)	(5.8)	(51.4)
City Services	153.4	254.7	(101.4)	(107.1)	(103.5)	(105.8)	(417.8)	(113.5)	(116.6)	(120.2)	(123.9)	(127.9)	(131.9)	(1,151.9)
Security & Emergency Management	0.0	6.7	(6.7)	(6.9)	(7.1)	(7.2)	(27.9)	(7.5)	(7.7)	(7.9)	(8.2)	(8.4)	(8.7)	(76.2)
City Rangers	43.3	27.1	16.1	17.7	18.2	18.7	70.7	19.2	19.8	20.4	21.0	21.6	22.2	194.8
Parking Fleet and Depot Services	60.6	19.5	41.1	42.8	44.0	45.3	173.2	46.7	48.1	49.5	50.9	52.4	54.0	474.7
City Greening & Leisure	2.3	54.9	(52.6)	(54.9)	(56.9)	(58.6)	(223.0)	(60.9)	(63.2)	(65.1)	(67.0)	(69.2)	(71.3)	(619.8)
City Services Management	0.0	1.0	(1.0)	(1.0)	(1.0)	(1.1)	(4.0)	(1.1)	(1.1)	(1.2)	(1.2)	(1.2)	(1.3)	(11.1)
City Infrastructure & Traffic Operations (CITO)	46.9	59.6	(12.7)	(16.6)	(9.9)	(10.2)	(49.3)	(9.5)	(8.9)	(9.2)	(9.5)	(9.8)	(10.0)	(106.2)
City Cleansing & Resource Recovery	0.3	86.0	(85.7)	(88.2)	(90.9)	(92.7)	(357.4)	(100.5)	(103.6)	(106.7)	(110.0)	(113.3)	(116.8)	(1,008.2)
City Planning Development & Transport	23.0	46.9	(23.8)	(24.7)	(25.3)	(26.1)	(99.9)	(26.8)	(27.7)	(28.5)	(29.3)	(30.2)	(31.1)	(273.6)
Health & Building	2.6	16.8	(14.2)	(14.8)	(15.2)	(15.7)	(59.9)	(16.1)	(16.6)	(17.1)	(17.6)	(18.2)	(18.7)	(164.2)
Construction & Building Certification Services	12.9	3.6	9.3	9.6	10.0	10.3	39.2	10.6	10.9	11.2	11.6	11.9	12.3	107.5
Planning Assessments	7.0	19.9	(12.9)	(13.3)	(13.7)	(14.1)	(54.0)	(14.5)	(14.9)	(15.4)	(15.9)	(16.3)	(16.8)	(147.8)
Strategic Planning & Urban Design	0.5	6.6	(6.0)	(6.2)	(6.4)	(6.6)	(25.2)	(6.8)	(7.0)	(7.2)	(7.4)	(7.6)	(7.9)	(69.1)
Council	748.5	631.4	117.1	112.8	117.9	121.5	469.4	124.4	130.1	137.6	143.5	153.2	160.5	1,318.7

City of Sydney

Summary of income and expenditure by Principal Activity

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

The summary of income and expenditure by Principal Activity below includes both the proposed operational budgets and the capital works program (for 2025/26) to better reflect the allocation of Council funds towards these major directions.

	2025/26				2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	Income	Expenditure	Op surplus / (deficit)	Capital	Operating surplus / (deficit)								
Responsible governance and stewardship	539.2	186.6	352.6	61.0	362.8	360.8	371.0	384.3	396.2	410.3	424.0	440.1	454.6
A leading environmental performer	2.6	110.8	(108.1)	28.0	(111.4)	(114.8)	(117.4)	(126.0)	(129.9)	(133.8)	(137.9)	(142.2)	(146.5)
Public places for all	49.1	107.4	(58.3)	124.1	(64.3)	(59.3)	(61.2)	(62.5)	(64.0)	(65.9)	(67.9)	(70.1)	(72.2)
Design excellence and sustainable development	23.1	53.1	(30.1)		(31.1)	(31.9)	(32.8)	(33.8)	(34.7)	(35.7)	(36.8)	(37.8)	(38.9)
A city for walking, cycling and public transport	62.8	16.5	46.3	42.7	48.7	50.1	51.6	53.2	54.8	56.4	58.1	59.8	61.6
An equitable and inclusive city	7.6	47.8	(40.2)	0.9	(41.4)	(41.3)	(41.8)	(43.0)	(44.2)	(45.5)	(46.7)	(48.1)	(49.4)
Resilient and diverse communities	60.8	57.2	3.6	15.9	(0.3)	4.9	5.0	5.1	5.6	5.7	5.8	5.9	6.0
A thriving cultural and creative life	3.0	15.2	(12.2)	4.1	(13.4)	(13.0)	(13.1)	(13.2)	(13.4)	(13.6)	(13.8)	(13.9)	(14.1)
A transformed and innovative economy	0.2	31.2	(31.0)	0.1	(31.3)	(32.0)	(32.7)	(32.6)	(33.6)	(34.5)	(35.5)	(37.6)	(37.6)
Housing for all	0.0	5.5	(5.5)		(5.5)	(5.6)	(7.1)	(7.1)	(6.7)	(5.7)	(5.7)	(2.8)	(2.8)
Council	748.5	631.4	117.1	276.7	112.8	117.9	121.5	124.4	130.1	137.6	143.5	153.2	160.5

City of Sydney

Balance Sheet

	\$'M	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
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ASSETS**Current Assets**

Cash and Investments	717.1	641.0	552.0	444.0	357.1	288.6	287.8	268.0	265.2	261.5
Receivables	69.6	70.7	70.6	70.9	71.8	72.7	73.9	75.2	76.4	77.6
Contract and Contract Cost Assets	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7
Inventory	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Other Assets	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Total Current Assets	814.8	739.8	650.8	543.0	457.0	389.5	389.8	371.3	369.7	367.2

Non Current Assets

Capital Works, Infrastructure, Investment Properties and P&A	14,823.4	14,984.1	15,165.8	15,352.1	15,521.3	15,665.4	15,751.8	15,856.3	15,956.1	16,059.7
Total Non-Current Assets	14,823.4	14,984.1	15,165.8	15,352.1	15,521.3	15,665.4	15,751.8	15,856.3	15,956.1	16,059.7

TOTAL ASSETS	15,638.3	15,723.9	15,816.6	15,895.1	15,978.3	16,054.8	16,141.6	16,227.7	16,325.8	16,426.9
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LIABILITIES**Current Liabilities**

Payables	118.6	120.8	125.7	121.2	120.7	112.0	111.4	112.4	117.2	119.6
Provisions	177.5	171.6	149.5	149.7	153.8	156.0	156.4	159.0	161.7	163.1
Total Current Liabilities	296.1	292.4	275.2	270.9	274.5	268.0	267.9	271.3	278.9	282.7

Non Current Liabilities

Provisions	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3
Total Non-Current Liabilities	33.3									

TOTAL LIABILITIES	329.4	325.7	308.5	304.2	307.8	301.3	301.1	304.6	312.2	316.0
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EQUITY

Equity	15,308.9	15,398.3	15,508.1	15,590.8	15,670.5	15,753.6	15,840.5	15,923.1	16,013.6	16,111.0
TOTAL EQUITY	15,308.9	15,398.3	15,508.1	15,590.8	15,670.5	15,753.6	15,840.5	15,923.1	16,013.6	16,111.0

City of Sydney

Capital Works Expenditure Summary

\$'M	Prior Years Total	2025/26	2026/27	2027/28	2028/29	4 Years Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total	Total Project Budget
		2025/26	2026/27	2027/28	2028/29	4 Years Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total	Total Project Budget
Asset Enhancement														
Bicycle Related Works	35.4	13.8	11.0	2.0	4.9	31.7	5.5	5.0	2.1	1.7	4.4	2.6	53.0	88.4
Green Infrastructure	15.3	5.5	4.8	4.6	3.2	18.1	4.5	0.7	0.9	2.1	1.6	0.2	28.2	43.5
Open Space & Parks	75.8	15.7	15.6	42.1	26.1	99.5	40.4	3.4	3.8	5.0	7.1	10.0	169.1	245.0
Properties - Community, Cultural and Recreational	37.0	16.0	16.8	17.0	1.8	51.6	4.4	5.5	6.1	7.0	5.4	6.4	86.3	123.3
Properties - Investment and Operational	1.0	1.3	3.0	3.0	2.9	10.2	3.4	8.5	18.0	19.0	18.0	17.0	94.0	95.0
Public Art	9.5	1.3	3.8	4.7	1.5	11.2	1.5	1.1	1.6	1.7	1.5	1.1	19.8	29.3
Public Domain	163.7	47.4	44.1	58.0	82.1	231.7	60.2	44.3	14.5	10.4	10.0	16.1	387.2	550.9
Stormwater Drainage	1.6	2.2	6.6	4.3	4.4	17.4	4.3	6.7	6.0	5.0	3.8	3.5	46.7	48.3
Asset Enhancement Projects Total	339.3	103.1	105.7	135.7	126.8	471.3	124.0	75.2	52.9	51.8	51.9	57.0	884.3	1,223.5
Asset Renewal (Rolling Programs)														
Infrastructure - Roads Bridges Footways	25.1	25.3	24.2	22.6	97.2	19.2	16.7	29.1	29.3	35.2	34.7	261.4	261.4	261.4
Open Space & Parks	38.7	44.7	35.0	31.3	149.7	32.3	39.3	35.2	30.1	29.3	28.9	344.8	344.8	344.8
Properties Assets	53.7	51.4	66.2	59.6	230.9	53.8	40.2	39.3	30.8	43.2	38.5	476.8	476.8	476.8
Public Art	1.6	1.0	0.7	0.8	4.1	0.9	0.8	0.6	0.7	0.7	0.8	8.6	8.6	8.6
Public Domain	38.0	37.7	29.9	19.1	124.8	16.4	12.4	11.7	11.9	12.1	12.1	201.4	201.4	201.4
Stormwater Drainage	8.5	5.6	7.0	7.1	28.1	7.3	7.4	7.2	7.5	7.7	7.2	72.5	72.5	72.5
Asset Renewal Programs Total	165.6	165.7	163.0	140.6	634.9	130.1	116.8	123.1	110.3	128.2	122.2	1,365.6	1,365.6	1,365.6
Capital Works Contingency		8.0				8.0						8.0	8.0	8.0
TOTAL CAPITAL WORKS	339.3	276.7	271.4	298.7	267.4	1,114.2	254.1	192.0	176.0	162.1	180.1	179.2	2,257.8	2,597.1

* Prior Years' Actuals and Total Project Budgets are in reference to "active" projects only

Draft Long Term Financial Plan 2025/26 to 2034/35

City of Sydney

Capital Works Individual Projects > \$5M

\$M	Project Name	Project Group	Prior Years				4 Years Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total	Total Project Budget	
			Total	2025/26	2026/27	2027/28	2028/29									
Erskineville Alexandria Precinct Cycleway Links	Bicycle Related Works - Asset Enhancement	18.7	0.5	1.0			1.5								1.5	20.2
Primrose Avenue Quietway	Bicycle Related Works - Asset Enhancement	0.9	5.2	1.7	0.3		7.2								7.2	8.1
City South Bike Network Link - Ultimo Rd and Campbell St	Bicycle Related Works - Asset Enhancement	1.2	1.3	5.1			6.4								6.4	7.6
South Eveleigh to Waterloo Metro Cycleway	Bicycle Related Works - Asset Enhancement	0.1			1.0		1.0	2.5	3.0						6.5	6.6
Maddox Street Cycleway Link, Alexandria	Bicycle Related Works - Asset Enhancement			0.2	0.5	3.4	4.1	2.0							6.1	6.1
Mandible Street Sports Precinct	Open Space & Parks - Asset Enhancement	0.3	1.0	6.0	30.0	9.0	46.0	31.5	0.2						77.7	78.0
Sydney Park - Fmr Nursery Re-use	Open Space & Parks - Asset Enhancement		0.2	0.4	0.6	5.0	6.2	5.0	0.8						12.0	12.0
Gunyama Park Stage 2 & George Julius Avenue North	Open Space & Parks - Asset Enhancement	10.8	11.4	4.6	2.8		18.8								18.8	29.6
22 O'Riordan St Alexandra	Open Space & Parks - Asset Enhancement		0.2	0.8	5.0	10.0	16.0	2.0							18.0	18.0
Green Square Public School and Community Spaces	Properties - Community, Cultural and Recreational - Asset Enhancement	22.9	5.1				5.1								5.1	28.0
New Childcare - Fig & Wattle Street Ultimo	Properties - Community, Cultural and Recreational - Asset Enhancement				8.0		8.0								8.0	8.0
Sports Facilities - Fig & Wattle Street Ultimo	Properties - Community, Cultural and Recreational - Asset Enhancement				7.0		7.0								7.0	7.0
Huntley Street Recreation Centre - Development	Properties - Community, Cultural and Recreational - Asset Enhancement	9.5	10.4	16.6	0.7		27.8								27.8	37.2
George Street - Lend Lease Circular Quay VPA	Properties - Community, Cultural and Recreational - Asset Enhancement	7.7	0.1				0.1								0.1	7.9
Chippendale Community Facility	Properties - Community, Cultural and Recreational - Asset Enhancement				0.1		0.1	0.2	0.5	2.0	2.0	0.3			5.0	5.0
Waterloo Estate Community Facilities	Properties - Community, Cultural and Recreational - Asset Enhancement				0.3	0.5	0.8	3.0	3.0	3.0	3.0	0.3			10.0	10.0
City Centre Sydney Square Upgrade	Public Domain - Asset Enhancement	0.4	1.3	10.0	10.0		21.3		10.0	3.3					34.6	35.0
Dixon Street Public Domain Improvements	Public Domain - Asset Enhancement	1.2	5.8	1.5			7.3								7.3	8.5
Green Square to Ashmore Connection	Public Domain - Asset Enhancement	34.9	3.0				3.0								3.0	37.9
Crown Street Public Domain	Public Domain - Asset Enhancement	24.6	8.5				8.5								8.5	33.1
Redfern and Darlington Pedestrian Improvements	Public Domain - Asset Enhancement	1.8	1.8	1.2	1.2		4.2								4.2	6.0
Northern Enterprise Precinct Public Domain Works	Public Domain - Asset Enhancement					5.0	5.0								5.0	5.0
Loftus St, Reiby Pl & Customs House Ln Upgrade	Public Domain - Asset Enhancement	8.1	1.0				1.0								1.0	9.1
George Street North Pedestrianisation (Hunter to Alfred Sts)	Public Domain - Asset Enhancement	21.5	9.2	13.3			22.5								22.5	44.0
Erskineville Road Village footpath upgrade	Public Domain - Asset Enhancement		0.2	0.2	4.2	5.4	10.0								10.0	10.0
Harbour Street Footpath Public Domain Upg (Hay to Goulburn)	Public Domain - Asset Enhancement							0.6	1.5	2.5	1.4				6.0	6.0
Link Road and Epsom Road Intersection	Public Domain - Asset Enhancement	0.7	6.6	4.8	0.5		11.8								11.8	12.5
Campbell Street Public Domain Upg (George to Pitt Street)	Public Domain - Asset Enhancement		0.3	2.0	3.0	1.5	6.8	1.2							8.0	8.0
Victoria St Public Domain Upg (Craigend Street to Burton St)	Public Domain - Asset Enhancement	0.3	1.5	3.8	4.5	4.5	14.3	0.5							14.7	15.0

Draft Long Term Financial Plan 2025/26 to 2034/35

City of Sydney

Capital Works Individual Projects > \$5M

\$M	Project Name	Project Group	Prior Years	2025/26	2026/27	2027/28	2028/29	4 Years	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year	Total Project Budget
			Total					Total								
Stanley St Public Domain Upgrade (Crown to Riley)	Public Domain - Asset Enhancement			0.2	4.0	0.8	5.0								5.0	5.0
Town Hall Square	Public Domain - Asset Enhancement		0.2	0.8	20.0	56.0	77.0	53.0	20.0						150.0	150.0
On-Street dining Permanent Sites	Public Domain - Asset Enhancement		2.0	2.0	2.0	3.0	9.0	3.0	3.0	3.0	2.0				20.0	20.0
Contribution to VPA - New public domain at 905 South Dowling	Public Domain - Asset Enhancement				5.9	1.3	7.2								7.2	7.2
Bay St West - Site Redevelopment	Properties - Investment and Operational					0.2	0.2	0.4	0.5	10.0	10.0	10.0	9.0		40.0	40.0
Belmore Park	Open Space & Parks - Asset Renewal	0.6	0.5	1.0	3.0	6.0	10.5	6.0	1.8						18.3	18.9
Open Space Renewal - Hyde Park Lighting	Open Space & Parks - Asset Renewal	6.6	12.7	7.5	0.5		20.7								20.7	27.4
Parks General - Harry Noble Reserve	Open Space & Parks - Asset Renewal	0.7	2.2		3.1		5.3								5.3	6.0
Alexandria Park	Open Space & Parks - Asset Renewal	0.4	0.4	1.0	4.5	4.5	10.4	1.0	0.4						11.8	12.2
Redfern Community Centre - Open Space	Open Space & Parks - Asset Renewal	0.2	1.8	3.3	2.6		7.7								7.7	7.9
Ward Park	Open Space & Parks - Asset Renewal	0.4	0.6	3.9	1.2	0.4	6.1								6.1	6.4
Green Park	Open Space & Parks - Asset Renewal	0.2	0.5	3.8	0.5		4.8								4.8	5.0
Waterloo Oval and Park - Renewal	Open Space & Parks - Asset Renewal	0.1	0.2	0.2	1.0	2.0	3.4	8.0	2.0						13.4	13.4
Mount Carmel Park - Park Renewal	Open Space & Parks - Asset Renewal			0.4	0.4	1.9	2.6	2.3	2.3	0.4					7.6	7.6
Fitzroy Gardens Elizabeth Bay - Major Renewal Works	Open Space & Parks - Asset Renewal		0.2	0.6	3.0	2.2	6.0	1.2							7.1	7.1
Erskineville Park Oval surround and sandstone walls- Renewal	Open Space & Parks - Asset Renewal							0.6	1.4	1.7	1.9				5.5	5.5
Customs House - Facade Upgrade stage 2	Properties Assets - Asset Renewal	0.7						0.2	4.0	3.4	1.3				8.8	9.6
343 George St - Facade Remediation	Properties Assets - Asset Renewal	12.9	7.1				7.1								7.1	20.0
Sydney Park Brick Kilns - Renewal Works	Properties Assets - Asset Renewal	2.4	10.4	14.5	10.4		35.3								35.3	37.7
Goulburn St Parking Station - Whole of structure remediation	Properties Assets - Asset Renewal	1.7	1.8	5.6	5.6	5.0	17.9	3.5	1.5	1.4					24.3	26.0
Bay Street East - Depot Redevelopment	Properties Assets - Asset Renewal	2.1	2.2	6.2	15.9	25.9	50.3	20.5	0.6						71.4	73.5
343 George St - Level 6-10 Base Building Renewal	Properties Assets - Asset Renewal	2.7	3.5	9.0	8.5	0.6	21.6								21.6	24.3
Ron Williams Centre - Upgrade	Properties Assets - Asset Renewal	0.1	0.1	0.2	6.3	5.4	11.9								11.9	12.0
Paddington Town Hall - Major Renewal	Properties Assets - Asset Renewal		0.3	0.8	1.5	6.0	8.5	7.5	7.5	1.5					25.0	25.0
Customs House - Major Renewal	Properties Assets - Asset Renewal							0.3	0.8	3.0	7.5	8.5			20.0	20.0
Surry Hills Library - Major Renewal incl Façade	Properties Assets - Asset Renewal							0.3	0.5	2.5	1.5	0.3			5.0	5.0
Glebe Point Road Community Facilities Precinct/Major Renewal	Properties Assets - Asset Renewal									1.0	14.0	10.0	25.0		25.0	25.0
343 George Street - Level 1 2 3 Common Area/Services Renewal	Properties Assets - Asset Renewal		0.6	1.2	0.6	0.6	3.0	0.6	0.6	0.6	0.6	0.6			6.0	6.0
McElhone Stairs Pedestrian Lift	Public Domain - Asset Renewal	0.2	0.8	2.0	2.0		4.8								4.8	5.0

Draft Long Term Financial Plan 2025/26 to 2034/35

City of Sydney

Capital Works Individual Projects > \$5M

\$M		Prior Years Total	2025/26	2026/27	2027/28	2028/29	4 Years Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total	Total Project Budget
Project Name	Project Group														
Cathedral Square - Civic Space Renewal	<i>Public Domain - Asset Renewal</i>			0.2	0.3	2.6	3.0	2.7	0.3					6.0	6.0

City of Sydney**Cash Flow Forecast**

	\$M	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Cash from operations											
Rates and annual charges		442.8	457.9	473.5	489.7	506.4	523.7	541.5	560.0	579.1	598.9
Other operating income *		304.1	314.2	313.5	315.8	324.2	333.1	344.0	356.2	367.1	378.1
Operating Income		746.9	772.1	787.0	805.5	830.6	856.7	885.6	916.2	946.3	977.0
Employee benefits and on-costs		(319.0)	(329.6)	(340.2)	(350.0)	(360.9)	(372.2)	(384.4)	(396.9)	(410.6)	(423.1)
Other operating expenditure *		(310.7)	(329.7)	(328.9)	(334.0)	(345.3)	(354.4)	(363.6)	(375.9)	(382.5)	(393.4)
Operating Expenditure		(629.8)	(659.3)	(669.1)	(684.0)	(706.2)	(726.6)	(747.9)	(772.8)	(793.0)	(816.5)
Operating Surplus		117.1	112.8	117.9	121.5	124.4	130.1	137.6	143.5	153.2	160.5
Other Non Operating:											
Interest and investment income		30.4	28.0	23.0	18.3	13.6	10.4	8.4	8.0	7.5	7.5
Grants and contributions provided for capital purposes		97.4	86.1	109.2	78.5	78.0	82.6	82.1	80.2	81.6	84.4
Capital project related costs **		(7.1)	(7.3)	(7.5)	(7.7)	(7.9)	(8.2)	(8.4)	(11.7)	(12.4)	(13.2)
Depreciation and amortisation expense		(129.0)	(130.2)	(132.8)	(127.8)	(128.3)	(132.0)	(132.8)	(137.4)	(139.3)	(141.9)
Net Surplus/(Deficit)		108.9	89.4	109.8	82.8	79.7	83.0	86.9	82.6	90.6	97.3
Add Back:											
Depreciation and amortisation expense		129.0	130.2	132.8	127.8	128.3	132.0	132.8	137.4	139.3	141.9
Non-cash asset adjustments		(2.0)	(1.9)	(1.8)	(1.6)	(1.5)	(1.4)	(1.2)	1.9	2.6	3.2
Cash Surplus before Capital Expenditure		235.9	217.7	240.9	209.0	206.5	213.7	218.5	221.9	232.4	242.4
Capital Expenditure											
Capital works		(276.7)	(271.4)	(298.7)	(267.4)	(254.1)	(192.0)	(176.0)	(162.1)	(180.1)	(179.2)
Plant and asset acquisitions (net of disposals)		(23.2)	(23.2)	(23.9)	(24.7)	(25.4)	(26.2)	(26.9)	(27.8)	(28.6)	(29.4)
Capital works - Technology and Digital Services		(24.0)	(20.3)	(22.1)	(20.4)	(16.5)	(15.0)	(15.0)	(15.0)	(15.0)	(15.0)
Property (acquisitions) / divestments		122.3	26.0	31.9	0.0	0.0	(41.6)	0.0	(39.0)	(18.0)	(25.0)
Total Capital Expenditure		(201.6)	(289.0)	(312.8)	(312.4)	(296.0)	(274.8)	(218.0)	(243.9)	(241.7)	(248.7)
Net Receivables/Payables Movement		(4.8)	(4.8)	(17.1)	(4.6)	2.6	(7.4)	(1.3)	2.1	6.4	2.6
Cash Surplus/(Deficit)		29.4	(76.1)	(89.0)	(108.1)	(86.9)	(68.5)	(0.8)	(19.8)	(2.8)	(3.6)
Total Cash at Beginning of Period		687.7	717.1	641.0	552.0	444.0	357.1	288.6	287.8	268.0	265.2
Cash Surplus/(Deficit)		29.4	(76.1)	(89.0)	(108.1)	(86.9)	(68.5)	(0.8)	(19.8)	(2.8)	(3.6)
Total Cash at End of Period		717.1	641.0	552.0	444.0	357.1	288.6	287.8	268.0	265.2	261.5

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

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

City of Sydney

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

Council holds assets to ensure its financial viability, for commercial and strategic reasons, and to meet the needs of its operations. Depreciating assets, such as plant, equipment and vehicles, held for Council's operations are changed or replaced in line with Council's current needs and the operational life of the asset. The City is reviewing the current policy of replacing light fleet vehicles and is working towards extending the lifecycle of its fleet vehicles as part of the longer term transition to zero emission options. The City adopts a replacement program to renew its personal computer assets on an average three-yearly cycle.

The City has a program of upgrades and enhancements to information systems. These can include installation and configuration of third party software and development of new in-house solutions. Where these system developments are deemed to have an enduring benefit to the City, the costs of the project are capitalised as assets within the Fixed Asset Register, and amortised over an appropriate useful life. Capitalisation of costs is consistent with the City's Asset Recognition and Capitalisation Policy.

Summary of Expenditure - 2025/26

\$M	2025/26			Four years expenditure to 2028/29	Ten years expenditure to 2034/35
	Acquisitions	Disposals	Net Budget		
Books & Library Resources	0.9	0.0	0.9		
Information Technology (Equipment)	2.5	0.0	2.5		
Vehicles and Plant	11.3	(0.3)	11.0		
Equipment, Furniture & Fittings and Miscellaneous	9.0	0.0	9.0		
Plant and asset acquisitions (net of disposals)	23.7	(0.3)	23.4	95.0	259.3
Capital Works (Technology and Digital Services)	24.0	0.0	24.0	86.9	178.3

Notes on Commercial Activities and Revenue Policy

Statement of Business or Commercial Activities

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

The City expects to generate \$11.3M in 2025/26 from Parking Stations and \$129.3M over the ten year life of the plan.

Revenue Policy - Charges for Works Carried out on Private Land

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

City of Sydney

OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS

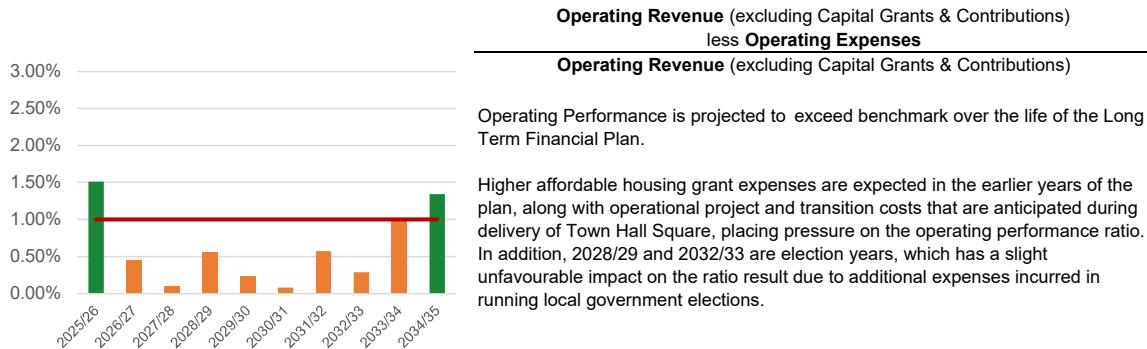
The City's performance in respect of the mandated Office of Local Government Performance measures is detailed below. The charts demonstrate performance trends on the basis of forward projections contained in the Long Term Financial Plan, and estimates related to future asset maintenance and renewal requirements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

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

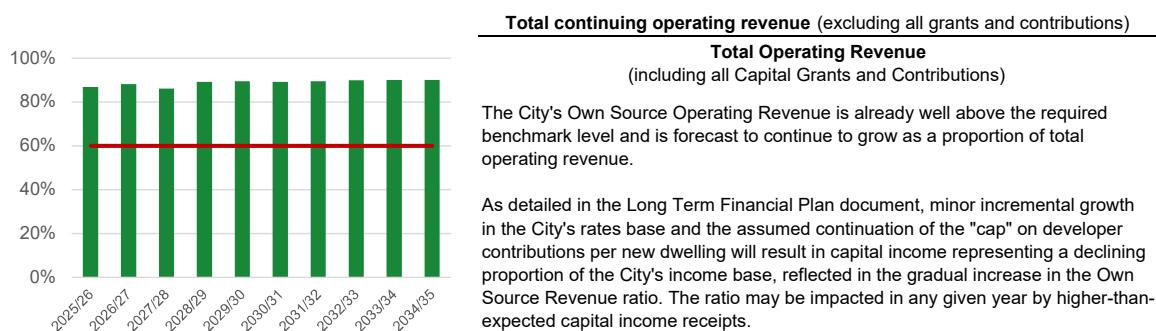
The graphs plot the annual performance for each ratio shown - while longer term projections generally reflect above-benchmark

Sustainability

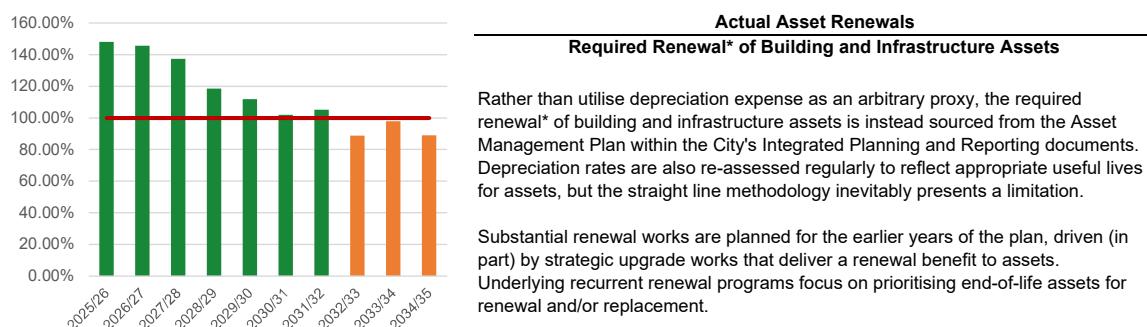
Operating Performance Ratio



Own Source Revenue

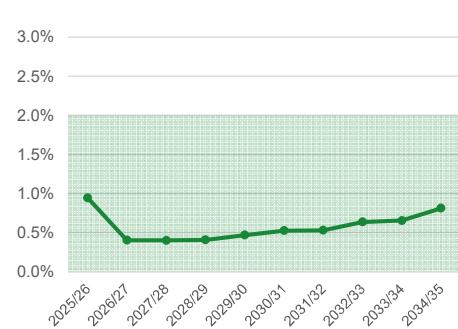


Building and Infrastructure Asset Renewal Ratio



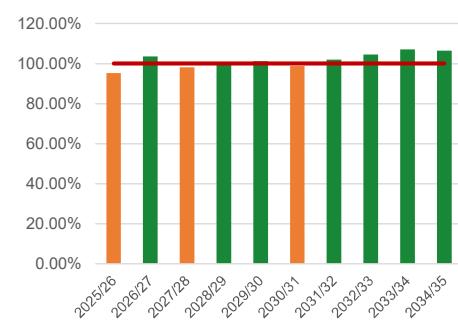
City of Sydney

OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS

Infrastructure and Service Management**Infrastructure Backlog Ratio****Estimated Costs to Bring Assets to a Satisfactory Standard****Written Down Value of Infrastructure****(incl roads and drainage assets), Building, Other Structures and Depreciable Land Improvements Assets**

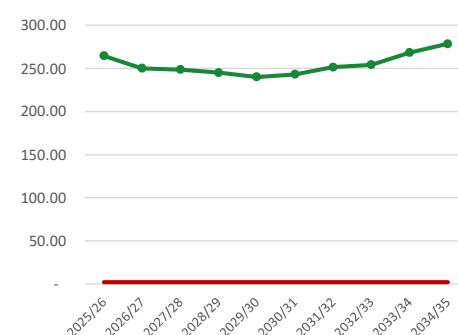
The City holds the view that the vast majority of its buildings and infrastructure are currently maintained at or above a "satisfactory standard". The identified infrastructure backlog is subject to ongoing review, to ensure that backlog levels reported are reflective of those assets deemed to be at less than "satisfactory standard".

The City's projected Infrastructure Backlog ratio is subject to future assessments of asset condition, and therefore difficult to predict. However, the ratio result is expected to improve as targeted renewal works (per the City's asset management plans) are completed. Condition assessments of assets are also completed periodically, in order to better prioritise works.

Asset Maintenance Ratio**Actual Asset Maintenance****Required Asset Maintenance**

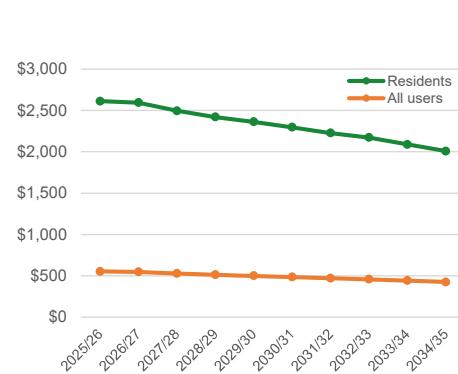
In line with the City's Asset Management Plan, asset maintenance is forecast to remain at (or near to) benchmark over the life of the plan (i.e. 95% or higher of required levels). The slightly lower ratio results in the earlier years of the Long Term Financial Plan are reflective of higher (capital) renewal works. Conversely, the slight increase over the life of the plan partially offsets the easing renewal activity in later years.

Gross expenditure on asset maintenance will continue to grow over time, as will the "required" level of annual maintenance, as the City's asset base continues to grow. Over the longer term, increases to asset maintenance expenditure will continue to be 'matched' to growth in the City's asset base.

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

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

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

Efficiency**Real Operating Expenditure per capita****Real Operating Expenditure****Residential Population of Local Government Area**

A declining trend over time is in line with OLG requirements, and reflects the City's commitment to targeting efficiencies in service delivery.

Whilst gross Operating Expenditure is forecast to increase over time, the residential population of the LGA is projected to grow more rapidly, representing a gradual decline in Real Operating Expenditure per capita. Service levels are reviewed as part of the Integrated Planning and Reporting process, and will reflect ratepayer priorities within tight budgetary controls.

The orange line reflects the inclusion of all users of the City. Note that the City has close to 1.1M visitors per day on average

City of Sydney

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

	\$'M	2025/26	2026/27	2027/28	2028/29	4 Year Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total
Income from Continuing Operations													
Rates and annual charges		442.1	457.2	472.8	488.9	1,860.9	505.6	522.8	540.7	559.1	578.2	598.0	5,165.3
User charges and fees		153.6	159.1	163.9	168.8	645.4	173.6	178.8	184.1	189.7	195.3	201.2	1,768.0
Interest and investment income		30.3	27.5	22.0	16.9	96.6	11.8	8.2	5.9	5.0	3.9	3.3	134.7
Other revenues		134.7	138.9	133.7	130.8	538.1	134.0	137.3	142.4	148.7	153.5	158.1	1,412.0
Grants and contributions provided for capital purposes		97.4	86.1	109.2	78.5	371.2	78.0	82.6	82.1	80.2	81.6	84.4	860.1
Grants and contributions provided for operating purposes		18.2	18.6	18.4	18.8	74.0	19.3	19.8	20.3	20.8	21.3	21.8	197.3
Total Income from Continuing Operations		876.2	887.3	920.0	902.6	3,586.1	922.2	949.5	975.5	1,003.4	1,033.8	1,066.9	9,537.4
Expenses from Continuing Operations													
Employee benefits and on-costs		321.9	335.5	346.3	356.2	1,359.9	367.4	378.9	391.2	404.0	417.9	430.7	3,750.0
Borrowing costs		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Materials and services		252.0	267.7	272.1	274.9	1,066.7	283.6	291.8	300.7	314.7	323.3	333.3	2,914.2
Depreciation, amortisation and impairment		129.0	130.2	132.8	127.8	519.9	128.3	132.0	132.8	137.4	139.3	141.9	1,331.6
Other expenses		70.5	77.5	72.6	75.2	295.9	78.4	79.7	80.5	82.4	81.3	83.3	781.4
Total Expenses from Continuing Operations		773.4	810.9	823.8	834.2	3,242.4	857.7	882.4	905.2	938.5	961.9	989.2	8,777.2
Net operating result for the year attributable to Council		102.8	76.4	96.2	68.4	343.8	64.5	67.1	70.3	64.9	72.0	77.7	760.2

Inflation lasting longer than anticipated impacting operating expenses

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

The financial impact of the temporary higher inflation under this scenario results in an additional \$63.1M Employee related expenses and \$67.3M higher Materials and Services costs. As a consequence, projected Interest Income is \$20.4M lower. These factors combined unfavourably impact the City's net operating result by \$150.8M over the ten year Plan. The cash impact of this scenario is modelled on an alternative Cash Flow Forecast on the next page.

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

	\$M	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Cash from operations											
Rates and annual charges		442.8	457.9	473.5	489.7	506.4	523.7	541.5	560.0	579.1	598.9
Other operating income *		304.1	314.2	313.5	315.8	324.2	333.1	344.0	356.2	367.1	378.1
Operating Income		746.9	772.1	787.0	805.5	830.6	856.7	885.6	916.2	946.3	977.0
Employee benefits and on-costs		(321.9)	(335.5)	(346.3)	(356.2)	(367.4)	(378.9)	(391.2)	(404.0)	(417.9)	(430.7)
Other operating expenditure *		(313.8)	(336.3)	(335.4)	(340.7)	(352.2)	(361.4)	(370.8)	(383.4)	(390.1)	(401.3)
Operating Expenditure		(635.7)	(671.8)	(681.8)	(696.9)	(719.6)	(740.3)	(762.1)	(787.4)	(808.0)	(832.0)
Operating Surplus		111.2	100.3	105.3	108.6	111.0	116.4	123.5	128.8	138.2	145.0
Other Non Operating:											
Interest and investment income		30.3	27.5	22.0	16.9	11.8	8.2	5.9	5.0	3.9	3.3
Grants and contributions provided for capital purposes		97.4	86.1	109.2	78.5	78.0	82.6	82.1	80.2	81.6	84.4
Capital project related costs **		(7.1)	(7.3)	(7.5)	(7.7)	(7.9)	(8.2)	(8.4)	(11.7)	(12.4)	(13.2)
Depreciation and amortisation expense		(129.0)	(130.2)	(132.8)	(127.8)	(128.3)	(132.0)	(132.8)	(137.4)	(139.3)	(141.9)
Net Surplus/(Deficit)		102.8	76.4	96.2	68.4	64.5	67.1	70.3	64.9	72.0	77.7
Add Back:											
Depreciation and amortisation expense		129.0	130.2	132.8	127.8	128.3	132.0	132.8	137.4	139.3	141.9
Non-cash asset adjustments		(2.0)	(1.9)	(1.8)	(1.6)	(1.5)	(1.4)	(1.2)	1.9	2.6	3.2
Cash Surplus before Capital Expenditure		229.8	204.7	227.3	194.6	191.3	197.7	201.8	204.2	213.8	222.8
Capital Expenditure											
Capital works		(276.7)	(271.4)	(298.7)	(267.4)	(254.1)	(192.0)	(176.0)	(162.1)	(180.1)	(179.2)
Plant and asset acquisitions (net of disposals)		(23.2)	(23.2)	(23.9)	(24.7)	(25.4)	(26.2)	(26.9)	(27.8)	(28.6)	(29.4)
Capital Works (Technology and Digital Services)		(24.0)	(20.3)	(22.1)	(20.4)	(16.5)	(15.0)	(15.0)	(15.0)	(15.0)	(15.0)
Property (acquisitions) / divestments		122.3	26.0	31.9	0.0	0.0	(41.6)	0.0	(39.0)	(18.0)	(25.0)
Total Capital Expenditure		(201.6)	(289.0)	(312.8)	(312.4)	(296.0)	(274.8)	(218.0)	(243.9)	(241.7)	(248.7)
Net Receivables/Payables Movement		(4.3)	(4.2)	(17.1)	(4.5)	2.7	(7.4)	(1.3)	2.2	6.4	2.7
Cash Surplus/(Deficit)		23.9	(88.5)	(102.6)	(122.4)	(102.0)	(84.4)	(17.4)	(37.4)	(21.4)	(23.2)
Total Cash at Beginning of Period		687.7	711.6	623.1	520.5	398.1	296.0	211.6	194.2	156.7	135.3
Cash Surplus/(Deficit)		23.9	(88.5)	(102.6)	(122.4)	(102.0)	(84.4)	(17.4)	(37.4)	(21.4)	(23.2)
Total Cash at End of Period		711.6	623.1	520.5	398.1	296.0	211.6	194.2	156.7	135.3	112.1

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

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

City of Sydney

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

	\$'M	2025/26	2026/27	2027/28	2028/29	4 Year Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total
Income from Continuing Operations													
Rates and annual charges		442.1	457.2	472.8	488.9	1,860.9	505.6	522.8	540.7	559.1	578.2	598.0	5,165.3
User charges and fees		153.6	159.1	163.9	168.8	645.4	173.6	178.8	184.1	189.7	195.3	201.2	1,768.0
Interest and investment income		30.1	27.1	21.6	16.4	95.1	11.3	7.7	5.4	4.4	3.4	2.8	130.2
Other revenues		134.7	138.9	133.7	130.8	538.1	134.0	137.3	142.4	148.7	153.5	158.1	1,412.0
Grants and contributions provided for capital purposes		83.7	72.0	96.7	64.4	316.9	63.7	68.1	67.3	65.1	66.1	68.6	715.8
Grants and contributions provided for operating purposes		18.2	18.6	18.4	18.8	74.0	19.3	19.8	20.3	20.8	21.3	21.8	197.3
Total Income from Continuing Operations		862.3	872.9	907.1	888.2	3,530.4	907.4	934.5	960.1	987.8	1,017.8	1,050.5	9,388.6
Expenses from Continuing Operations													
Employee benefits and on-costs		319.0	329.6	340.2	350.0	1,338.8	360.9	372.2	384.4	396.9	410.6	423.1	3,686.8
Borrowing costs		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Materials and services		248.9	261.2	265.5	268.3	1,043.8	276.7	284.7	293.4	307.2	315.6	325.4	2,846.9
Depreciation, amortisation and impairment		129.0	130.2	132.8	127.8	519.9	128.3	132.0	132.8	137.4	139.3	141.9	1,331.6
Other expenses		70.5	77.5	72.6	75.2	295.9	78.4	79.7	80.5	82.4	81.3	83.3	781.4
Total Expenses from Continuing Operations		767.5	798.4	811.2	821.3	3,198.4	844.3	868.7	891.1	923.9	946.8	973.7	8,646.8
Net operating result for the year attributable to Council		94.8	74.5	95.9	66.9	332.0	63.1	65.8	69.1	63.9	71.0	76.9	741.8

Developer contributions lower than anticipated impacting total income

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

The assumption in this scenario is that developer contributions are 25% lower compared to the base case over the life of the plan. The financial impact is \$144.4M lower developer contributions with a consequential reduction in interest income of \$24.8M, which leads to a net operating result attributable to Council that is \$169.2M unfavourable to the base case of this plan. The cash impact of this scenario is modelled on an alternative Cash Flow Forecast on the next page.

City of Sydney

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

	\$M	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Cash from operations											
Rates and annual charges		442.8	457.9	473.5	489.7	506.4	523.7	541.5	560.0	579.1	598.9
Other operating income *		304.1	314.2	313.5	315.8	324.2	333.1	344.0	356.2	367.1	378.1
Operating Income		746.9	772.1	787.0	805.5	830.6	856.7	885.6	916.2	946.3	977.0
Employee benefits and on-costs		(319.0)	(329.6)	(340.2)	(350.0)	(360.9)	(372.2)	(384.4)	(396.9)	(410.6)	(423.1)
Other operating expenditure *		(310.7)	(329.7)	(328.9)	(334.0)	(345.3)	(354.4)	(363.6)	(375.9)	(382.5)	(393.4)
Operating Expenditure		(629.8)	(659.3)	(669.1)	(684.0)	(706.2)	(726.6)	(747.9)	(772.8)	(793.0)	(816.5)
Operating Surplus		117.1	112.8	117.9	121.5	124.4	130.1	137.6	143.5	153.2	160.5
Other Non Operating:											
Interest and investment income		30.1	27.1	21.6	16.4	11.3	7.7	5.4	4.4	3.4	2.8
Grants and contributions provided for capital purposes		83.7	72.0	96.7	64.4	63.7	68.1	67.3	65.1	66.1	68.6
Capital project related costs **		(7.1)	(7.3)	(7.5)	(7.7)	(7.9)	(8.2)	(8.4)	(11.7)	(12.4)	(13.2)
Depreciation and amortisation expense		(129.0)	(130.2)	(132.8)	(127.8)	(128.3)	(132.0)	(132.8)	(137.4)	(139.3)	(141.9)
Net Surplus/(Deficit)		94.8	74.5	95.9	66.9	63.1	65.8	69.1	63.9	71.0	76.9
Add Back:											
Depreciation and amortisation expense		129.0	130.2	132.8	127.8	128.3	132.0	132.8	137.4	139.3	141.9
Non-cash asset adjustments		(2.0)	(1.9)	(1.8)	(1.6)	(1.5)	(1.4)	(1.2)	1.9	2.6	3.2
Cash Surplus before Capital Expenditure		221.8	202.8	227.0	193.1	189.9	196.4	200.6	203.2	212.9	222.0
Capital Expenditure											
Capital works		(276.7)	(271.4)	(298.7)	(267.4)	(254.1)	(192.0)	(176.0)	(162.1)	(180.1)	(179.2)
Plant and asset acquisitions (net of disposals)		(23.2)	(23.2)	(23.9)	(24.7)	(25.4)	(26.2)	(26.9)	(27.8)	(28.6)	(29.4)
Capital Works (Technology and Digital Services)		(24.0)	(20.3)	(22.1)	(20.4)	(16.5)	(15.0)	(15.0)	(15.0)	(15.0)	(15.0)
Property (acquisitions) / divestments		122.3	26.0	31.9	0.0	0.0	(41.6)	0.0	(39.0)	(18.0)	(25.0)
Total Capital Expenditure		(201.6)	(289.0)	(312.8)	(312.4)	(296.0)	(274.8)	(218.0)	(243.9)	(241.7)	(248.7)
Net Receivables/Payables Movement		(4.8)	(4.8)	(17.1)	(4.6)	2.6	(7.4)	(1.3)	2.1	6.4	2.6
Cash Surplus/(Deficit)		15.4	(91.0)	(102.9)	(123.9)	(103.4)	(85.8)	(18.7)	(38.5)	(22.4)	(24.1)
Total Cash at Beginning of Period		687.7	703.1	612.0	509.1	385.2	281.7	196.0	177.3	138.8	116.4
Cash Surplus/(Deficit)		15.4	(91.0)	(102.9)	(123.9)	(103.4)	(85.8)	(18.7)	(38.5)	(22.4)	(24.1)
Total Cash at End of Period		703.1	612.0	509.1	385.2	281.7	196.0	177.3	138.8	116.4	92.3

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

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

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Draft Asset Management Strategy 2025/26 to 2034/35

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

CITY OF SYDNEY 

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Cover image: Butterscotch Park in North Rosebery. Photo by Katherine Griffiths / City of Sydney

Executive Summary

This Asset Management Strategy provides a framework to guide the planning, construction, maintenance, and operation of the assets that are essential for the City of Sydney (“the City”) to provide services to the community. This document describes how the City will develop and improve its asset management capabilities and the Asset Management System (i.e. its processes, information, systems, people, tools, and resources).

The Asset Management Strategy enables the City to:

- Show how its asset portfolio will meet the service delivery needs of its community into the future
- Achieve its asset management policy
- Ensure the alignment of its asset management practices with the City’s Resourcing Strategy
- Deliver on key objectives in the Sustainable Sydney 2050 Continuing the Vision and Delivery Program.

This Asset Management Strategy, complemented by the Asset Management Policy and the Community Asset Management Plan, assists the City in meeting the requirements of Integrated Planning and Reporting (IP&R), which is a system of integrated business planning for local government in New South Wales (NSW). The key objective of asset management in the context of IP&R is to provide the required level of service for the community in accordance with the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (also referred to as the Community Strategic Plan) and in the most cost-effective manner.

The Asset Management Strategy is prepared following a review of the City’s service delivery practices, financial sustainability indicators, asset management maturity and fit with the City’s vision for the future outlined in Sustainable Sydney 2030-2050 Continuing the Vision. The strategy outlines an Asset Management Improvement Plan detailing a program of tasks to be completed to elevate the City’s organisational asset maturity and competency as assessed on a whole of council basis and across its five asset classes. This is aligned with the ISO standards¹ for asset management (ISO 55000, ISO 550001 and ISO 55002), and the International Infrastructure Management Manual (IIMM) 2020, which provides a comprehensive toolkit to achieve alignment with and apply the principles of the ISO standards.

Strategy Outlook

To ensure the long-term financial sustainability of the City, it is essential to balance the community’s expectations for services with their ability to pay for the assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, the City aspires to develop and maintain asset management governance, skills, process, systems

¹ The International Organization for Standardization (ISO) is an independent, non-governmental, international standard development organisation composed of representatives from the national standards organisations of member countries.

and data in order to provide the level of service the community requires at present and in the future, in the most cost-effective and fit for purpose manner.

Asset Management Strategy Focus Areas

The Asset Management Strategy proposes strategies to enable the objectives of the Asset Management Policy and Asset Management Vision to be achieved. The strategies revolve around the five key themes identified from the Asset Management Maturity Assessment:

1. **Asset Management System:** The City will have the entire framework of policies, strategies, plans, procedures, tools, and data, as defined in ISO 55000:2024, to achieve its asset management objectives.
2. **Data, Information and Knowledge:** The City's staff will have sufficient data and system knowledge, and the City will support service delivery through the provision of up-to-date asset information and integrated systems providing digital and mobile platforms.
3. **Leadership and People:** The City's leadership will promote a whole of life asset management approach to deliver on the organisational and asset management objectives, and the City's people will adopt an asset management culture and be appropriately upskilled.
4. **Financial Sustainability and Levels of Service:** The cost of infrastructure service delivery will be fully understood and incorporated into lifecycle modelling linked to the Long-Term Financial Plan, and the City will measure the performance of all asset classes against agreed levels of service including intervention levels, inspection frequency and condition thresholds.
5. **Environment and Resilience:** The City will embed best practice environmental management practices into all aspects of asset service delivery and will plan for infrastructure assets to be resilient against future shocks and stresses.

Asset Management Improvement Plan

The City of Sydney is committed to the ongoing improvements of its management maturity. Actions within the asset management improvement plan section of this strategy have been grouped in keeping with the asset management strategy focus areas listed above. There are 34 actions in total. The Asset Management Improvement Plan will be coordinated and monitored by the Asset Strategy & Systems Manager.

Introduction

Background

The Integrated Planning and Reporting Framework provides the mechanism for the implementation of Sustainable Sydney 2030–2050 Continuing the Vision. The Community Strategic Plan Delivering Sustainable Sydney 2030–2050 (also referred to as the Community Strategic Plan) is the highest-level plan within this framework. Effective asset management is an objective of the Community Strategic Plan contained within Direction 1: Responsible governance and stewardship.

The City of Sydney (“the City”) is responsible for approximately \$16.6 billion in physical assets to support its delivery of services to the community. The City has developed a framework for embedding asset management objectives and principles. These principles are aimed at managing the City’s assets to give the best possible long-term services to the City’s residents, ratepayers and visitors.

The City also commits considerable resources to a continual program of delivering new and renewed facilities, assets and buildings on a long-term basis to support its growing resident and visitor population. To cater for this expected population increase, the City will also need to manage service levels within funding restraints while managing all its assets efficiently and effectively.

What is Asset Management?

As per the asset management standard, ISO 55000, an asset is defined as an “item, thing or entity that has potential or actual value to an organisation.”² In the context of the City’s Asset Management System, assets are physical,³ such as roads, footpaths, stormwater drains, buildings, parks, gardens, public art and fleet. These assets deliver important services to the community. A key issue facing all local councils throughout Australia is the sustainable funding and management of ageing assets in need of renewal and replacement.

The International Infrastructure Management Manual (IIMM) 2020 defines Asset Management as “the systematic and coordinated activities and practices of an organisation to optimally and sustainably deliver on its objectives through the cost-effective lifecycle management of assets.”⁴ ISO 55000 defines it as the “coordinated activity of an organisation to realise value from assets.” It notes that realisation of value normally involves a balancing of costs, risks, opportunities and performance benefits. The term “activity” has a broad

² International Organization for Standardization. (2024). *Asset management — Vocabulary, overview and principles* (ISO 55000:2024). Retrieved from: <https://au.i2.saiglobal.com/>

³ As per ISO 55000, assets can also be considered non-physical but is not applicable in this context.

⁴ International Infrastructure Management Manual. (2020). *Section 1.2.1 Definition and Principles*.

meaning and can include, for example, the approach, planning and plans, and their implementation.⁵ It is a “whole of life” approach that includes planning, acquisition, operation, maintenance, and disposal of assets.

Asset Management Strategy

This Asset Management Strategy establishes a framework to guide the planning, construction, maintenance, and operation of the assets that are essential for the City to provide services to the community. This document describes how the City will develop and improve its asset management capabilities and the Asset Management System (i.e. its processes, information, systems, people, tools, and resources).

The Asset Management Strategy enables the City to:

- Show how its asset portfolio will meet the service delivery needs of its community into the future
- Achieve its asset management policy
- Ensure the alignment of its asset management practices with the City’s Resourcing Strategy
- Deliver on key objectives in the Sustainable Sydney 2050 Continuing the Vision and Delivery Program.

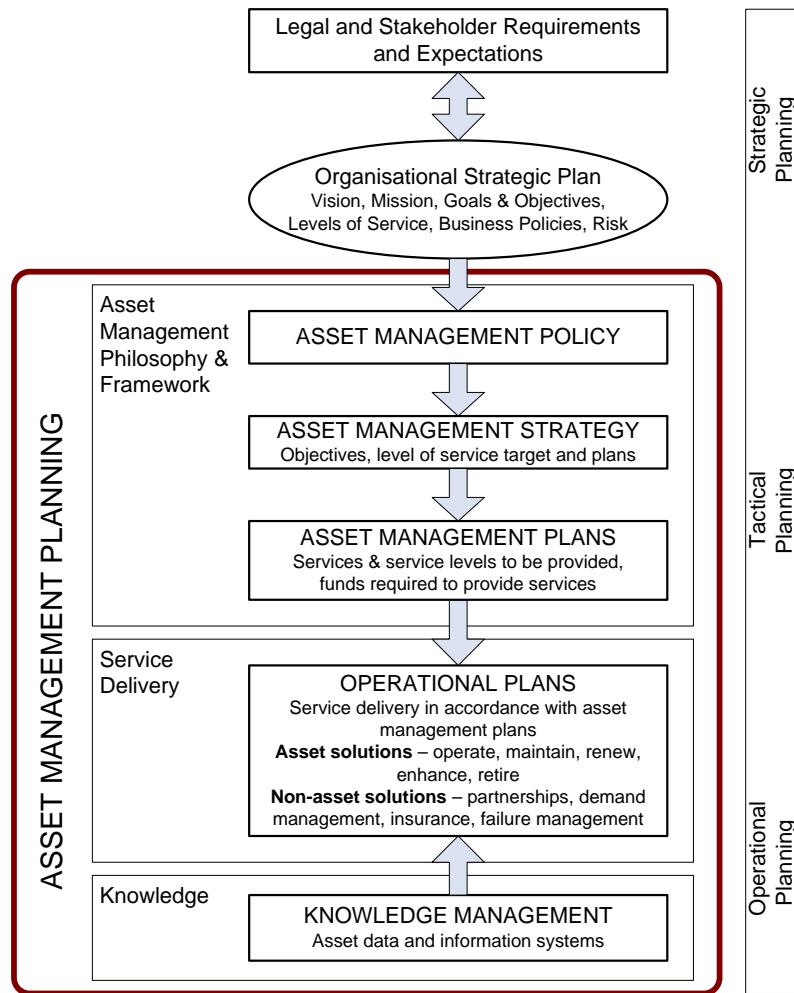
This is a dynamic document that helps guide the asset management activities and decision making of the organisation into the future. The initiatives are reviewed on a regular basis to ensure their relevance in a changing environment, and to also incorporate community feedback.

⁵ International Organization for Standardization. (2024). *Asset management — Vocabulary, overview and principles* (ISO 55000:2024). Retrieved from: <https://au.i2.saiglobal.com/>

Asset Management Planning Process

Asset management planning is a comprehensive process to ensure that assets are managed and maintained in a way that enables affordable services from assets and infrastructure to be provided in an economically optimal way. In turn, affordable service levels can only be determined by assessing the City's financial sustainability under scenarios with different proposed service levels.

Figure 1. Asset Management Planning Process



To support the asset management planning process, the City has prepared and adopted several Asset Management documents, including:

- Asset Management Policy
- Asset Management Strategy (this document)
- Community Asset Management Plan.

These documents are reviewed and updated periodically.

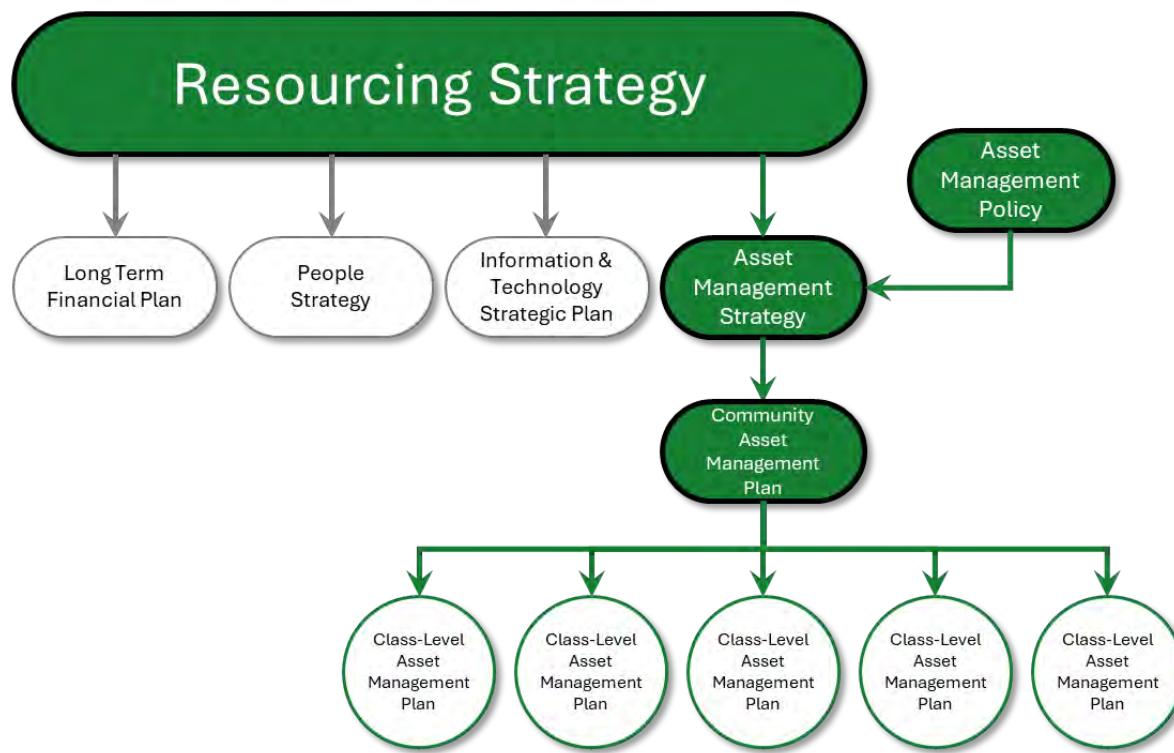
The condition assessment data, financial information, and maintenance and operation costs in the Community Asset Management Plan are prepared using the most recently available data, and data management practices at the City are being continually reviewed and improved. The information within this plan will be updated as the data continues to be

verified and validated. The ongoing expansion and improvement of the City's Corporate Asset Management System (CAMS) aids the development of data to support decision making.

Consistent with the performance benchmarks of the Office of Local Government (OLG), the information and modelling contained within this strategy document (and more broadly within the City's Integrated Planning and Reporting documents) demonstrate that the City is managing its assets effectively and efficiently. Over the 10-year window of this strategy document, identified asset renewal and maintenance requirements are planned to be met, and the City's ten-year capital works program is set to address identified infrastructure renewal whilst providing new and upgraded infrastructure and facilities to meet growing community demand in the future.

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

Figure 2. Asset Management Planning documents within the overall Resourcing Strategy



An additional core component to the City's asset management planning process is the role of the Asset Management Panel, who oversee the delivery of asset management outcomes. The objectives of the Panel are to:

- Ensure that all asset management activities are consistent with the objectives of the Community Strategic Plan and incorporate lifecycle asset management principles
- Ensure compliance with the requirements of the Integrated Planning and Reporting (IP&R) Legislation and Guidelines and other infrastructure asset reporting
- Oversee the development of the City's asset management key strategy themes and projects

- Set direction and outcomes for the Asset System Working Group and the Corporate Asset Management System (CAMS)
- Ensure all asset management policies, strategies and plans (new and reviewed) are submitted to the Executive
- Ensure the integrity of the asset management process within Council and arbitrate and resolve any dispute or issue arising. The Panel is the internal decision making and oversight authority of all capital works projects.

Asset Management Maturity Review

A core enabler of asset management is the concept of continuous improvement, where monitoring and improvement planning should be conducted on the City's Asset Management System on a regular cycle. At the end of 2024, an independent reviewer assessed the City's level of asset management maturity, and then proposed an improvement plan to ensure the City enhances its asset management practices and outcomes. This forms the basis of the improvement plan included in this strategy.

The City's Assets

This is the current infrastructure asset inventory for the City's assets, excluding land.

Figure 3. Assets used for providing services

Asset Class	Description	Services Provided
Parks and Greening	Horticultural, Active Play, Parks, Water Systems	The City's parks, open spaces and trees are one of the community's most loved assets with hundreds of thousands of residents and visitors using the City's parks daily. The size of the park and open space network is approximately 215.7 hectares throughout the local government area, providing both active and passive places for the use and enjoyment of communities.
Stormwater	Drainage, Water Quality	The City of Sydney operates an extensive stormwater drainage network, which has been in place in some areas for more than 100 years. Its purpose is to provide stormwater management services to the community.
Buildings	Structure, Fire Services, Heating, Ventilation and Air Conditioning (HVAC), Electrical, Hydraulic, Vertical Transport, Interior, Exterior Improvements, Accessibility	The City's urban landscape is heavily reliant on its architectural assets to deliver services to its residents, corporate entities, and commercial lessees. The city's property portfolio encompasses a wide variety, including indoor and outdoor aquatic facilities, libraries, operational depots, public restrooms, commercial real estate, and community spaces, with the Sydney Town Hall being a notable example.
Streets and Structures	Roads, Footpaths, Kerb and Gutter, Cycleways, Traffic Facilities, Street Furniture, Lighting & Electrical, Structures	The City provides a road network in partnership with Transport for NSW and neighbouring councils to enable safe and efficient pedestrian, cycle and vehicular movements.
Cultural and Mobile Assets	Public Art, Plant & Equipment, Parking meters, books, furniture	The City provides other assets that exist for cultural purposes, or that may not be fixed in place. These can be small and unique, in high volume and may often feature as a network of assets.

The City's Assets and its Management

Financial Status of Assets

The financial status of the City's assets is shown in the figure below.

Figure 4. Financial Status of the Assets

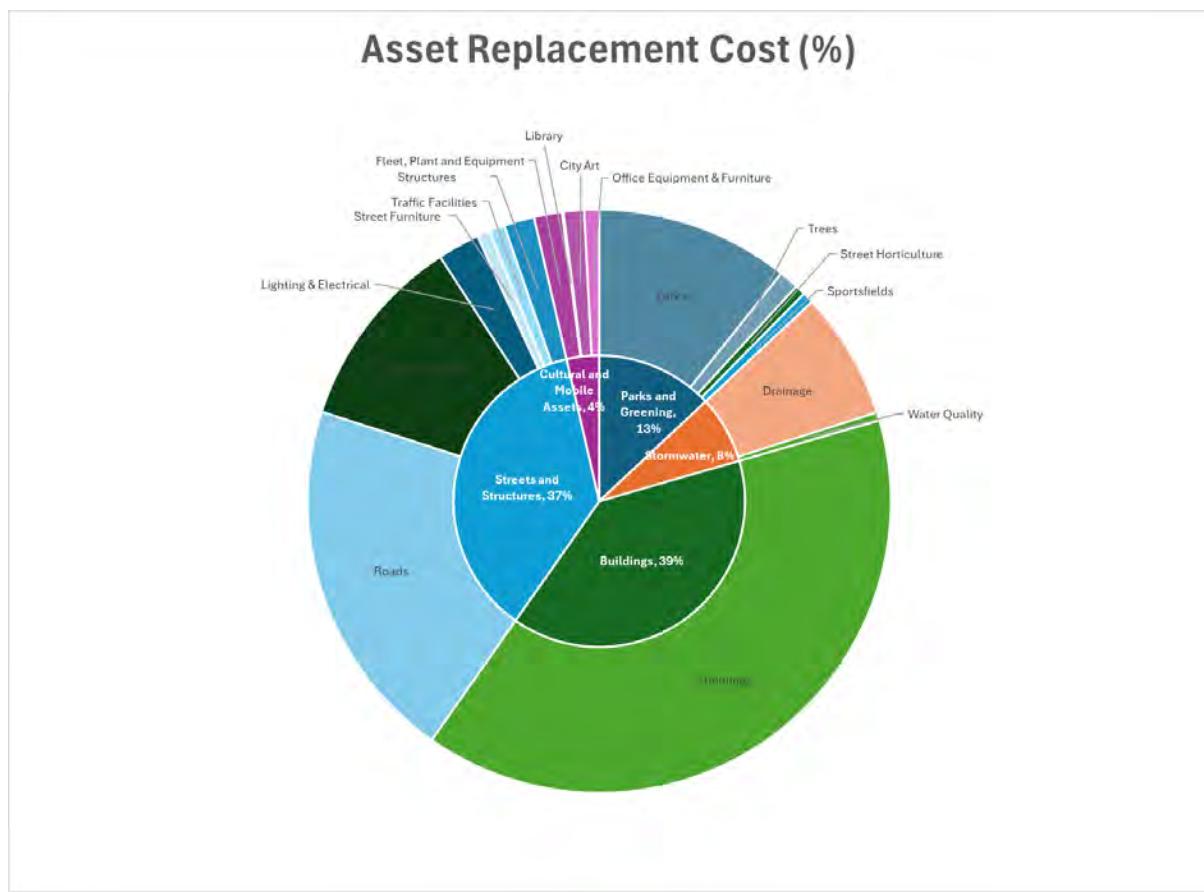
Asset Class	Asset Category	Asset Type	Quantity	Replacement Cost (\$'000,000)
Parks and Greening	Parks	Iconic	24	397.9
		Neighbourhood	48	175.9
		Pocket	296	153.3
		Sub-Total		727.1
	Street Horticulture	Green verges and Garden beds	1,192	31.8
		Traffic facility greening	722	14.8
		Sub-Total		46.6
	Sports fields	Sports fields	17	45.2
		Sub-Total		45.2
	Play, Skate & Fitness Trees	Playgrounds	162	Included in Iconic parks
		Parks Trees	14,001	59.5
		Street Trees	34,787	112.1
		Property Trees	687	2.4
		Tree Grates	863	3.4
		Sub-Total		177.4
		TOTAL		996.3
Stormwater	Drainage	Drainage pipes	165 km	318.5
		Drainage pits	12,359	156.5
		Open Channels	25 m	0.1
		Culverts	6.5 km	40.4
		Sub-Total		515.5
	Water Quality	Gross Pollutant Traps (GPTs)	47	4.7
		Rain Gardens	301	29.2
		Sub-Total		33.9
		TOTAL		549.4
Buildings	Buildings	Specialised / Non-Specialised and Investment	277	2,864.4
			Total	2,864.4
Streets and Structures	Roads	Road Surface	330 km	297.1
		Road Base	330 km	727.6

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Asset Class	Asset Category	Asset Type	Quantity	Replacement Cost (\$000,000)
Physical Assets	Active Transport	Kerb and Gutter	672 km	452.8
			Sub-Total	1477.5
		Footpath	742 km	792.4
	Lighting & Electrical	Cycleway	117 km	Included in Road Surface
			Sub-Total	792.4
	Street Furniture	Smart Poles	3,097	118.1
		Light Poles	4,986	52.0
		Lights	8,637	Sub-Total
	Traffic Facilities			170.1
		Bins	796	14.6
		Seats	3,896	
		Shelters	330	
		Cycling Parking	1,552	
		Wayfinding Signs	2,917	9.5
		Permanent Survey Marks	3,351	18.8
		Security	N/A	8.8
			Sub-Total	51.7
Cultural and Mobile Assets	Structures	Traffic calming items	2,195	45.7
		Parking and Regulatory signs	63,424	17.8
		Sign Poles	36,361	Sub-Total
				63.5
		Bridges	36 nos	104.1
		Cliffs	48 nos	-
		Stairs	105 nos	Included in Parks
	Fleet, Plant and Equipment	Retaining Walls	641 nos	2.7
		Sea Walls	24 nos	-
		Foreshore Structures	12 nos	16.2
	Library items	Fences	115 nos	Included in Parks
			Sub-Total	123.1
			TOTAL	2,678.3
	City Art	Vehicles and major plant	443	113.7
			Sub-Total	113.7
		Books, and other library collections	N/A	5.9
			Sub-Total	5.9
	Furniture, Office Equipment	Public art, sculptures	646	73
		Town Hall Collection	1,846	9.8
			Sub-Total	82.9
	Furniture, Office Equipment	Furniture, technology	N/A	60.2
			Sub-Total	60.2
			TOTAL	262.7

Figure 5 shows the percentage distribution of replacement costs of the City's assets.

Figure 5. Asset Replacement Cost



Asset Condition

The City has adopted the condition rating standards set by the Institute of Public Works Engineering Australasia (IPWEA) within the IIMM. The scale and how the rankings apply varies between each asset category. Figure 6 outlines the condition ratings.

Figure 6. IIMM Condition Ratings

Condition	Description	
1	Very Good	
2	Good	
3	Fair	
4	Poor	
5	Very Poor	

Satisfactory = % total of assets with 1, 2, or 3 Condition

Current Asset Condition Assessments are shown in the table below.

Figure 7. Current Asset Condition Assessments

Asset Category	Asset Component	Average Condition	Latest Year of Assessment	Next proposed Assessment	% of Assets rated as Satisfactory
Roads	Road Pavements	2.6	2022	2027	91
	Footpaths	2.7	2022	2027	92
	Kerb and gutter	2.7	2022	2027	84
	Traffic Facilities	2.0	2022	2027	96
	Steps and Ramps	2.7	2020	2025	85
Structures	Bridges	2.4	2020	2025	90
	Cliff & Retaining Walls	2.1	2020	2025	98
	Sea walls	2.5	2020	2025	100
	Jetties/Pontoons	2.5	2020	2025	100
	Fences	2.5	2020	2025	N/A
Stormwater	Drainage – Pits – Collected area	2.0	2021	Underway	98
	Drainage – Pipes – Collected area	2.3	2021	Underway	89
	Gross Pollutant Traps	2.0	2020	2025	90
	Raingardens	1.8	2019	2024	90
Parks	Iconic	2.7	2023	2028	91
	Neighbourhood	2.6	2023	2028	96
	Pocket Parks	2.7	2023	2028	89
	Streetscapes	3	2022	2027	99
	Traffic Treatment	3	2022	2027	99
Trees	Parks Trees	1.86	2022	2027	99
	Street trees	1.7	2022	2027	99
	Property Trees	1.6	2022	2027	99
Buildings		2.4	2022	Ongoing	97
Street Furniture	Smartpoles, Light poles	1.2	2009	Underway	99
	Mounted lights	2.1	2009	Underway	99
	Street Furniture: Bins & Ashtrays	2.6	2022	2025	100

Asset Category	Asset Component	Average Condition	Latest Year of Assessment	Next proposed Assessment	% of Assets rated as Satisfactory
Plant and Equipment	Cycle Parking	2.48	2016	Underway	92
	Information Stand	2.0	2016	Underway	93
	Kiosks (CoS owned)*	N/A	N/A	N/A	--
	Seats	2.4	2022	Underway	86
	Shelters	3.5	2022	Underway	99
	Permanent Survey Marks	2.9	2022	Underway	99
Plant and Equipment	Fleet	2.4	2022	TBC	99

Note – The areas where data is either being collected or not applicable are shown as Not Applicable (N/A).

Generally, condition assessments are conducted as holistic on an asset class. The identification of defects and ad hoc condition assessment on individual assets are being performed on a continual basis.

Non-destructive testing and condition assessment of all electrical poles is underway.

Asset Management Team Structure

The City is working towards a ‘whole of organisation’ approach to asset management, with a corporate asset management team, the Asset Strategy and Systems team, coordinating asset management activities across the organisation. The team’s purpose is to:

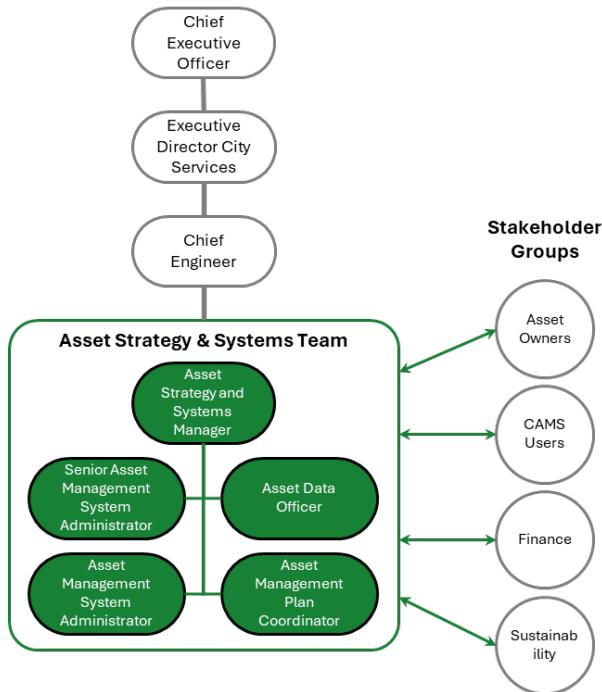
- Coordinate the asset management strategy for the organisation
- Manage the Corporate Asset Management System
- Provide advice and support to increase the maturity and effective of asset management across the organisation.

To achieve its purpose, the Asset Strategy and Systems team will support the effective management of the City’s assets and infrastructure by:

- Championing Asset Management policy, strategy and data governance processes
- Developing an integrated CAMS solution that gives easy access to information, integrates with the Geographic Information System (GIS), the Customer Relationship Management System (CRM) and external contractors, and utilises mobile technology to its full potential
- Assisting stakeholders with the ongoing reporting requirements of the Integrated Planning and Reporting Framework
- Fostering a culture of asset management and service delivery by providing the City's staff with sufficient asset knowledge, processes and information.

The structure and function of the Asset Strategy and Systems team is illustrated in Figure 8 below.

Figure 8. Asset Strategy and Systems Team Structure



Current Asset Management Maturity

At the end of 2024, the City engaged an external consultant to undertake a maturity assessment of the City's Asset Management practices across its parks and greening, streets and structures, stormwater, buildings, and cultural and mobile asset portfolios. The maturity assessment aimed to compare how the City's Asset Management activities, information and documents meet the requirement of the IIMM 2020 AM maturity assessment criteria, which is aligned to the Asset Management ISO standards.

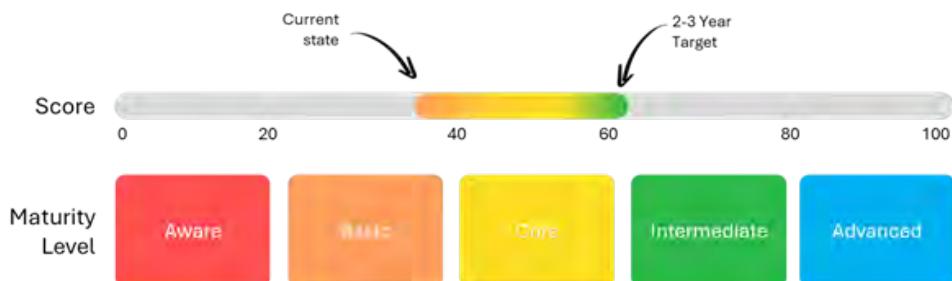
The IIMM is a “how-to” guide for infrastructure owners and managers such as local governments, water utilities, state transport agencies and health networks. The IIMM provides a maturity assessment guide and criteria based on sixteen sub-topics to indicate an organisation's level of maturity in that area. An outline of the 16 sub-topics has been shown in Figure 9 below.

Figure 9. Outline of IIMM Maturity Assessment Model



The five levels of maturity for the maturity assessment are Aware, Basic, Core, Intermediate and Advanced, as shown in Figure 10. The City is aiming to lift its asset management maturity from the high end of “Core” based on assessment against the criteria within 2-3 years.

Figure 10. Maturity Assessment Score



Five key themes emerged from the review and the proposed improvement plan from the maturity assessment responds directly to each of these themes:

- Asset management system – the framework or policies, strategies, plans, guidelines, tools etc required to manage assets
- Data, information and knowledge – asset registers, works management tools, data collection and validation methods, datasets, dashboards, reporting
- Leadership and people – teams, asset management panel, roles and responsibilities
- Financial sustainability and levels of service – budgets, valuations, depreciation, unit rates, useful lives, cost control, levels of service
- Environment and resilience – emissions reduction, adapting to effects of climate change, resilience to external events, critical assets.

Asset Management Maturity Ambition

The City has made significant advances and will continue to seek and implement initiatives to increase council's productivity in the asset management context. Some recent outcomes in improving the City's asset management practices include:

- The undertaking of an asset management maturity assessment
- Review and continued adoption of an overarching asset management policy
- Review and continued enhancement of the asset management framework and governance structure
- Continued use of the mobile capability for managing infrastructure inspection, maintenance and job completion. There are approximately 400 active mobile device users across the civil infrastructure maintenance, parks and open spaces and tree management business units and contractors.
- Continued integration with 3rd party service contractors to ensure accurate and timely data is available for us to make informed decisions
- Streamlining of infrastructure asset valuation processes through interfacing of systems
- Continued coordination of infrastructure data collection projects aimed at improving the quality of the underlying base asset data for roads, stormwater drainage, trees, parks and open spaces, and buildings and their components
- Development of the Stormwater and Streets & Structures asset management plans
- Utilisation of advanced asset condition and prioritisation methods to develop renewal works programs.

The City's Asset Strategy Outlook

Asset Management Policy

The City's Asset Management Policy defines the council's vision and service delivery objectives for asset management in accordance with the Community Strategic Plan, other strategic documents and applicable legislation.

The Asset Management Strategy is developed to support the Asset Management Policy and is to enable the City to:

- Show how its asset portfolio will meet the service delivery needs of the community into the future
- Enable the City's Asset Management Policy objectives to be achieved
- Ensure the integration of the City's asset management practices with its long-term strategic plan.

At a high level, the Asset Management Policy's objectives are:

- Provide infrastructure and services to sustain the City of Sydney communities
- Implement a life-cycle approach to the management of infrastructure and public assets
- Ensure that service delivery needs are the primary driver for infrastructure asset management practices
- Provide a sustainable funding model that provides assets aligned with the City's long-term plans and community needs
- Develop and implement best value environmentally sustainable asset management practices
- Create a resilient city by modelling and planning to make it adaptable to acute shocks and chronic stresses
- Provide reliable asset and infrastructure data through supported digital platforms
- Implement an integrated decision support system
- Ensure compliance with legislative requirements
- Allocate asset management responsibilities.

A copy of the City's Asset Management Policy can be found in Appendix A.

Asset Management Vision

To ensure the long-term financial sustainability of the City, it is essential to balance the community's expectations for services with their ability to pay for the assets used to provide

the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, the City aspires to develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the community need at present and in the future, in the most cost-effective and fit for purpose manner.

In line with this vision, the objectives of the Asset Management Strategy are to:

- Ensure that the City's infrastructure services are provided in a financially optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to City's financial sustainability
- Safeguard the City's assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets
- Incorporate the service and funding decisions set by the long-term financial plan
- Meet legislative requirements for all the City's operations
- Ensure that resources and operational capabilities are identified and responsibility for asset management is allocated
- Provide high-level oversight of financial and asset management responsibilities through the Asset Management Gateway Panel and consequent reporting to council on development and implementation of the Asset Management Strategy, Community Asset Management Plan and Long-Term Financial Plan.

The strategy focus areas to achieve these objectives are outlined in the Asset Management Strategy Focus Areas section.

Link to Community Strategic Plan Directions

The community strategic plan is the highest-level plan within the IP&R framework and guides all other strategies and plans, including this Asset Management Strategy and the Community Asset Management Plan. As the City's assets play a critical role in the delivery of all community strategic plan directions, the table below lists the directions where the City's assets have a higher contribution to their delivery.

Figure 11. Linked Community Strategic Plan Directions

Direction
Strategic Direction 1: Responsible Governance and Stewardship
1.2 The City of Sydney has the capacity, capability, information, data and systems to serve the community into the future
1.3 The City of Sydney is financially sustainable over the long-term
Strategic Direction 2: A Leading Environmental Performer
2.1 The city reaches net zero emissions by 2035 with embodied carbon significantly reduced
2.2 Greening has increased to create a cool, calm, and resilient city

Direction	
2.3	Water is managed to support a resilient, sustainable, and liveable city
2.4	A circular economy approach is embedded in products, services and systems
2.5	Our community has the capacity to understand risk, take action and collaborate for sustainable outcomes
Strategic Direction 3: Public Places for All	
3.1	Aboriginal people's history and cultures, and truth-telling of this place, are evident in the public realm
3.2	Welcoming, inclusive and connected streets and public spaces are created, upgraded and maintained
3.3	Creativity and culture are embedded in the fabric of the city
3.4	Physical and visual connections to the harbour are strengthened
3.5	Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing
Strategic Direction 4: Design Excellence and Sustainable Development	
4.1	The City's liveability is enhanced through well planned and designed development and public spaces
4.3	Communities are supported by the provision of infrastructure and assets that are aligned with growth
4.4	Good design leads to buildings that are high performing, well designed, inviting and inclusive
4.5	Well planned and designed development reduces environmental impacts and improves resilience, health and sustainability
Strategic Direction 5: A City for Walking, Cycling and Public Transport	
5.1	Street space is reallocated for people, places and planting
5.2	Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area
5.3	More people walk more, as walking is the most attractive and convenient choice for short trips in the local area
5.4	More people ride more, as it is an attractive, convenient and safe option for everyday transport
5.5	Freight, servicing and kerbside space is managed to support the efficient functioning of the city while improving the amenity of city spaces

Direction

Strategic Direction 6: An Equitable and Inclusive City

6.2 Everyone feels welcome and included in the city

Strategic Direction 7: Resilient and Diverse Communities

7.2 Everyone has equitable and affordable access to community and cultural facilities and programs, supporting social connection and wellbeing

7.3 Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses

7.4 The city economy is diversified to strengthen its resilience

7.5 People feel safe in the city

Strategic Direction 8: A Thriving Cultural Life

8.5 There is an increased supply of accessible creative space

Strategic Direction 9: A Transformed and Innovative Economy

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

Strategic Direction 10: Housing for All

10.1 People sleeping rough or at risk of homelessness have access to adequate accommodation, services and support to meet their needs

10.2 The supply of well maintained, safe, secure and sustainable social housing is increased to support diverse communities

Environmental Sustainability in Asset Management

Good asset management practices support the City's environmental improvement goals.

To enable the delivery of specific actions from the City's Environmental Strategy 2025-2030 and the Greening Strategy 2020-2030, environmental management practices are being integrated into the asset management cycle, under four themes. The City is using core asset management practices such as revision of useful lives and other asset management parameters to support the requirement to adapt to the City's changing environment.

These themes align to the vision in the City's Community Strategic Plan.

Climate Action

Core to the City's environmental focus is the acknowledgement of the climate emergency. This theme contains actions to mitigate climate change and to adapt to expected effects of a changing climate.

Asset management activities under this theme include:

- Ensuring appliances, plant and equipment used in the City's assets are as energy efficient as possible
- The use of building management systems, passive heating and cooling to reduce energy consumption
- The provision of shade and passive cooling to reduce urban heat impacts
- Specifying surfaces that reflect light rather than absorbing it, to reduce urban heat impacts
- The installation of renewable energy generation equipment, and the electrification of equipment which currently uses gas
- Transitioning away from other fossil fuel using plant and equipment as alternatives become available
- The reduction of embodied carbon in the City's supply chain through material and design decisions

Greening Sydney

A city that is green with trees, plants and gardens improves the City's ability to address the impacts of climate change. By 2050, urban heating is predicted to increase temperatures between 1.5 and 3 degrees. Trees and green spaces are effective mitigators of urban heat, as extensive canopy cover can help reduce temperatures on the ground by up to 10 degrees.

Trees and greening improve the air quality, provide refuges for insects, birds and animals, and slow water run off during storm events, improving water quality.

Asset management activities under this theme include:

- Ensuring trees and other vegetation are protected and cared for during construction projects
- Identifying opportunities to increase greening in the City of Sydney through planting more trees, expanding gardens, building green walls and green roofs
- Ensuring that planting decisions take changing climate conditions into account

Water Stewardship

Water is an important resource, especially in a drought prone environment. The active management of stormwater run-off contributes to healthier soils, reduces the need for irrigation from potable water, and improves the water quality of Sydney Harbour and the Cooks River, via Alexandra Canal

Asset management activities under this theme include:

- Ensuring appliances, plant and equipment are as water efficient as possible.
- The installation, use and maintenance of infrastructure to capture and reuse water
- Using smart water meters and irrigation systems, with weather and soil condition monitoring where available, to optimise water use and identify leaks
- Installing low water use plants, using mulch and undertaking soil improvements to hold soil moisture and reduce irrigation requirements
- The installation and maintenance of water pollution avoidance/reduction infrastructure, including litter and sediment management
- The use of structures and designs that slow water following rain events, allowing it to soak into the landscape

Restoration of Natural Environments

The City has inherited a landscape that has been degraded due to past land use practices, removal of vegetation, or through pollution of waterways. The City's community wants to live in a safe, clean environment that supports biodiversity.

Asset management activities under this theme may include:

- Contaminated land remediation and management
- Identifying opportunities for native vegetation regeneration and native wildlife habitat
- Waste materials generated are properly collected, sorted and returned to productive re-use rather than sent to landfill
- Specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources
- Ensuring any risks of pollution entering air, soil or water from City of Sydney properties and activities is properly managed

Resilience in Asset Management

Resilience involves the social, economic and environmental systems that support urban areas, including physical infrastructure. The goal of urban resilience is to create adaptive, robust and secure cities that effectively respond to and recover from challenges.

The City of Sydney's Resilience Strategy 2023-2028 defines resilience as:

"the capacity of individuals, communities, institutions, business and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience."

Acute shocks are sudden, sharp events that threaten a city, such as heatwaves, floods, disease outbreaks and cyberattacks.

Chronic stresses weaken the fabric of a city on a day-to-day or cyclical basis, such as rising inequity, lack of social cohesion and inadequate public transport.

The shocks and stresses that could impact the City's assets include:

- Critical infrastructure failure
- Epidemic/pandemic
- Extreme weather – heatwaves, storms and flooding
- Cyber attack
- Terrorist attack
- Civil unrest
- Landslip/subsidence
- Population growth and densification
- Food, fuel or water crisis, incl. global supply chains
- Decreasing redundancy in communications networks
- Skills and labour shortage, employment conditions, demand on essential workers
- Aging population/increasing vulnerabilities within the community

In the context of the asset management practices, the City acknowledges that the resilience of an asset is dependent on the environment and community that it services and vice versa.

This involves the consideration of the resilience of assets within the broader system that they operate, including an understanding of an asset's relationship to other assets and organisations (interdependencies) and consequences of failure to asset user groups (service risks).

- **Interdependency:** Interdependency is when an asset, organisation or community is dependent on another asset, organisation, or community for a particular service.
- **Service risks:** Service risks encompass those events that impact an asset class's ability to maintain the services that they provide.

Resilience in asset management should not focus only on the physical resilience of an asset but also include the contribution of the asset to the resilience of an organisation and the overall community. This can be referred to as 'infrastructure for resilience'.

The effective consideration of resilience in asset management practices ensures that the City's assets can continue to be utilised following a shock even and in the context of increasing stresses, can be efficiently restored and can contribute to the broader community's resilience.

The City is incorporating resilience assessments into new revisions of detailed asset management plans. This includes mitigation actions to improve resilience as well as examining asset management lifecycle parameters and how shocks and stresses influence them. In conjunction with this, the City is embedding resilience principles into project management decision making through design and operations to deliver resilience outcomes and co-benefits.

Asset Management Strategy Focus Areas

The Asset Management Strategy proposes strategies to enable the objectives of the Asset Management Policy and Asset Management Vision to be achieved. The strategies revolve around the five key themes identified from the Asset Management Maturity Assessment:

1. Asset Management System
2. Data, Information and Knowledge
3. Leadership and People
4. Financial Sustainability and Levels of Service
5. Environment and Resilience

Figure 12. Asset Management Strategy Focus Areas

Focus Area	Desired Key Outcomes	Priority Projects
Asset Management System⁶ The City will have the entire framework of policies, strategies, plans, procedures, tools, and data, as defined in ISO55000:2024, to achieve its Asset Management objectives	<ul style="list-style-type: none"> • Current and relevant policy and strategy • Current and relevant Community Asset Management Plan • Structured infrastructure risk management plans • Compliance with Integrated Planning and Reporting requirements • Standard asset creation and handover processes 	<ul style="list-style-type: none"> • Review and update business, data governance and management processes • Adopt risk management plans for critical asset classes, including climate change adaptation, at a network level • Policy reviewed on two-year cycle • Develop and endorse internal class-level Asset Management Plans

⁶ As per ISO55000, the Asset Management System is defined as “the set of interacting elements of an organisation to establish AM policies and objectives, and processes to achieve those objectives.”

Focus Area	Desired Key Outcomes	Priority Projects
Data, Information and Knowledge The City's staff will have sufficient data and system knowledge, and the City will support service delivery through the provision of up-to-date asset information and integrated systems providing digital and mobile platforms	<ul style="list-style-type: none"> Improved data governance Digital service delivery designed around the user Effective communication and online tools Asset Management online portal Integrated platforms Fully resourced system support Mobile first solutions Quality data and information Adopted Corporate Asset Management System Strategy Best practice data modelling and reporting 	<ul style="list-style-type: none"> Develop online references and tools for asset managers Develop standard templates and processes for asset data deletion and creation Communications strategy for asset management practices Upgrade corporate asset management system to the latest version and ready for web migration Building and condition audit for relevant buildings Continue rollout of ConfirmConnect and WorkZone mobile platform Develop and enable advanced modelling within the corporate system Undertake corporate asset management system data gap analysis Complete integration projects with internal enterprise systems
Leadership and People The City's leadership will promote a whole of life asset management approach to deliver on the organisational and asset management objectives, and the City's people will adopt an asset management culture and be appropriately upskilled	<ul style="list-style-type: none"> Proactive asset management culture Developed asset management skills 	<ul style="list-style-type: none"> Cyclic review of the Asset Management Gateway Panel Review and reassign roles and responsibilities related to the asset portfolio Provide or facilitate training for asset managers
Financial Sustainability and Levels of Service The cost of infrastructure service delivery will be fully understood and incorporated into lifecycle modelling linked to the long-term financial plan, and the City will measure the performance of all asset classes against agreed levels of service including intervention levels, inspection frequency and condition thresholds	<ul style="list-style-type: none"> Full understanding of costs to deliver services to support budget preparation Benchmarked asset operation and maintenance activities and costs Validated lifecycle models Integrated asset operational and financial data Purpose specific tools for asset reporting 	<ul style="list-style-type: none"> Develop and implement strategy, processes and procedures to capture costs associated with infrastructure maintenance activities Migrate asset financial and valuation data to the Corporate Asset Management System Develop service levels specific to individual asset classes including intervention levels, priority determination and inspection frequency

Focus Area	Desired Key Outcomes	Priority Projects
	<ul style="list-style-type: none"> • Agreed service levels for all asset classes • Costs associated with service delivery captured and understood • Validated asset lifecycle models • Service levels of new and acquired infrastructure identified at inception • Environmental considerations included in all service level outcomes 	<ul style="list-style-type: none"> • Develop cost collection model and implement through mobile technology • Consult with the community to identify any over or under servicing of assets
Environment and Resilience The City will embed best practice environmental management practices into all aspects of asset service delivery and will plan for infrastructure assets to be resilient against future shocks and stresses	<ul style="list-style-type: none"> • Climate change considerations as part of normal business • Cleaner stormwater solutions • Integrating environmental management practices into asset planning and delivery • Environmental impact considered in plant and equipment acquisition • Asset reporting includes environmental outcomes • Clear definition of resilience • Asset management plans address resilience issues • Resilience considered at the time of development and renewal 	<ul style="list-style-type: none"> • Establish and use minimum environmental requirements in all renewal and upgrade activity • Develop processes to minimise the environmental impact of new or replacement plant and equipment • Define resilience risks and opportunities for each asset group • Develop plans to accommodate resilience into future renewal and operational planning if required

Asset Management Improvement Plan

The actions required to achieve a high end “core” score for Asset Management maturity are shown in the table below and have been grouped as per the asset management strategy focus areas. The Asset Management Improvement Plan will be coordinated and monitored by the Asset Strategy & Systems Manager.

Figure 13. Asset Management Improvement Plan

Theme	Key Outcomes	Priority Projects
Asset management system	<ul style="list-style-type: none"> The fundamental elements of an asset management system are developed, implemented and continually improved 	<ul style="list-style-type: none"> Refresh the Asset Management Policy. Communicate the Asset Management Policy. Develop, review and approve an asset management strategy that meets the “Core” requirements of the IIMM. Review the fitness-for-purpose of the Community Asset Management Plan. Develop a guideline for writing, reviewing and approving Asset Management Plans (AMPs). Guideline should cross-reference the roles and responsibilities matrix to ensure all assets are included in an AMP. Develop and implement the Stormwater AMP. Develop and implement the Streets and Structures AMP. Develop and implement the Parks and Greening AMP. Develop and implement the Buildings AMP. Develop and implement the Cultural and Mobile AMP. Determine the need for supplementary plans (e.g. Operations Plans) to support the AMPs. Develop and implement those plans.

Theme	Key Outcomes	Priority Projects
Data, information and technology	<ul style="list-style-type: none"> • Improved data governance • Higher confidence in data • Higher confidence in data-supported/evidence-based decisions 	<ul style="list-style-type: none"> • Formalise and implement the handover process: <ul style="list-style-type: none"> – Define minimum Council data standards for all assets. – Update contracts/projects to deliver asset data in Council agreed format for all asset classes. – Agree data validation and review process with asset owners. – Investigate direct upload as well as template imports. • Undertake a review of value for money from existing asset “systems”. • Identify tasks, act and resolve issues with asset condition and performance data and information relating to: <ul style="list-style-type: none"> – Resolving condition data and quality gaps. – Prioritisation methodologies for replacing assets. – Access to whole of life costing tools. – Access to predictive modelling tools. – Dashboards to suit user needs • Develop a spatial tool to assist with identifying clashes and opportunities between asset programs, and also with utility works.
People and leadership	<ul style="list-style-type: none"> • Responsibility and accountability for improvement program • Clearly defined roles and responsibilities • No “orphan” assets • Asset decisions clearly linked to service need • Proactive asset management culture • Demonstrable asset management skills and competencies 	<ul style="list-style-type: none"> • Establish an internal Asset Management Working Group (AMWG). • Review and further define asset management roles and responsibilities, to identify: <ul style="list-style-type: none"> – Who is the Asset Manager for split assets (e.g. assets in leisure centre) – The distinct responsibilities of the Service Manager, Asset Manager, Operator, Cleaner and Maintainer – Who is the Service Manager, Operator, Cleaner and Maintainer – Data Ownership responsibilities • Identify the relevant Service Strategy for each asset. Ensure that each strategy incorporates details of the asset need, asset demand, forthcoming changes in assets required to meet defined service needs and customer service levels.

Theme	Key Outcomes	Priority Projects
		<ul style="list-style-type: none"> Continue the 'Midday Meetup Sessions' to inform and educate the wider stakeholder group. Use as a show and tell, implement new ideas, break down silos, knowledge sharing, lessons learnt, do's and don'ts. Review the function, charter and effectiveness of the AM Panel in asset management decision-making. Undertake a training needs analysis and develop an asset management training plan for asset-related roles at all levels.
Finance, valuation and lifecycle costing	<ul style="list-style-type: none"> Budgets are informed by fully understood lifecycle costs Financial implications of new and upgraded assets are considered in decision making 	<ul style="list-style-type: none"> Undertake a peer review of valuations and valuation procedures. Apply financial controls consistently throughout the project lifecycle. Improve collaboration so that maintenance budgets are consistently modelled and based on requirements identified in the AMPs and the consequences of not funding or undertaking maintenance are understood. Enhance lifecycle costing and predictive modelling practices.
Environment and resilience	<ul style="list-style-type: none"> Environmental considerations integrated into asset management planning and reporting Critical assets identified and managed 	<ul style="list-style-type: none"> Develop a method for assessing asset criticality. Define and identify critical assets for each portfolio. Develop environmental levels of service for each asset class. Review asset expenditure required to achieve environmental strategy outcomes.

Appendix A: Asset Management Policy

Purpose

The purpose of the Asset Management Policy is to ensure that the City has information, knowledge and understanding about the long-term and the cumulative consequences of being the custodian of public assets.

This is achieved by ensuring that the systems and processes are in place to enable the City to determine the most effective and efficient options for delivering infrastructure related services while controlling exposure to risk and loss.

The Asset Management Policy also provides the framework that together with the Community Strategic Plan enables the asset management strategy and specific asset management plans to be produced.

Context

The NSW Local Government Act 1993 places a number of obligations on Councils in relation to asset management.

The City must account for and plan for all of the existing assets under its control, and any new assets proposed in its Community Strategic Plan and Delivery Program and associated Resourcing Strategy.

The City must:

- Prepare an Asset Management Strategy and Asset Management Plan(s) to support the implementation of the Community Strategic Plan and Delivery Program.
- Ensure that the Asset Management Strategy and Plan(s) cover a minimum timeframe of 10 years.
- Ensure that the Asset Management Strategy includes an overarching Council endorsed Asset Management Policy.
- Ensure that the Asset Management Strategy identifies assets that are critical to the City's operations and outline risk management strategies for these assets.
- Ensure that the Asset Management Strategy includes specific actions required to improve the City's asset management capability and projected resource requirements and timeframes.

Figure 1 below shows the components of the Integrated Planning and Reporting Resourcing Strategy that frame the Asset Management requirements.

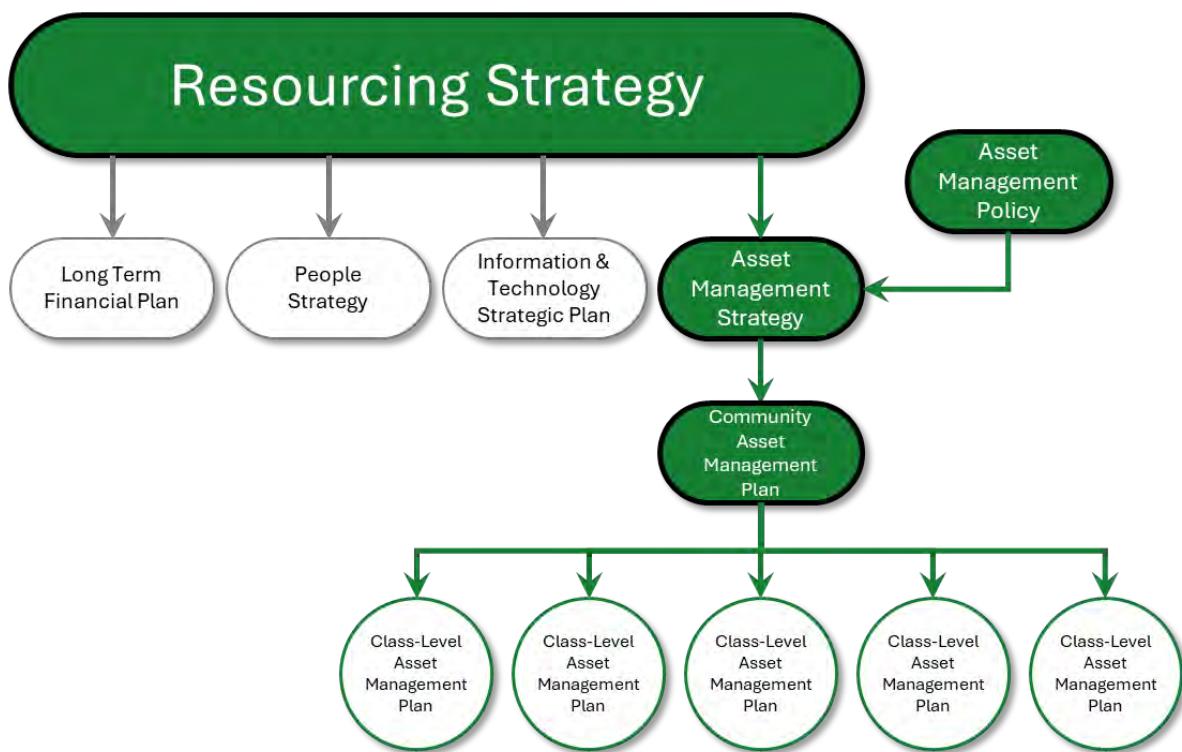


Figure 1 – City of Sydney Asset Management Framework

The City first adopted an Asset Management Policy in 2006 which has been reviewed and updated regularly since that time.

The policy supports the Community Strategic Plan – Delivering Sustainable Sydney 2030-2050, which outlines 10 strategic directions that provides a framework for actions in achieving the overarching vision.

Scope

This policy applies to all the City's tangible assets which supports the provision of the City's services including roads, footpaths, stormwater drainage, buildings and facilities, parks and open spaces, sport and recreation, information and technology assets, plant, property and environmental protection assets.

Definitions

Term	Meaning
Policy	A statement of the City's attitude and preference of direction.
Asset Management	The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner
Resourcing Strategy	This document collates the long-term resources required to achieve the objectives established by the Community Strategic Plan. The strategy

Term	Meaning
	includes long-term financial planning, workforce management planning and asset management planning
Asset Management Gateway Panel	Strategic and operational panel to provide outcome focussed oversight and management control for the City's asset management policy, strategy, objectives and targets.
Asset Management Plan	A specific plan developed with guidelines for acquiring, operating, maintaining, renewing and disposing of the assets within the asset class in the most cost effective manner possible, whilst providing a specific level of service.
Long Term Financial Plan	The Long Term Financial Plan (LTFP) is a ten year financial planning document that contains financial strategies and accompanying performance indicators that the City considers when making significant strategic decisions about financial resource allocation.
Asset Management Strategy	<p>The asset management strategy is a strategic document that demonstrates how the City's asset portfolio supports the service delivery needs of the community into the future. The strategy contains:</p> <ul style="list-style-type: none"> • A description of the current status of the council's asset management practices (processes, asset data and information systems) • Specific actions to be undertaken to improve or enhance the council's asset management capability (a gap analysis), including resource requirements and timeframes • Specific actions to be undertaken to achieve the council's strategic objectives.

Policy Principles

The City's Asset Management policy is based on the following principles to guide sustainable management of infrastructure assets. They are:

- A lifecycle approach – the City applies a whole of life methodology for managing infrastructure assets including planning, acquisition, operation, maintenance, renewal and disposal
- Sustainable environmental performance – the City considers the long term cumulative impacts of its assets and how they are managed
- Best value – balancing financial, environmental and social outcomes
- Evidence based decision making – core systems will include up to date infrastructure asset information to inform decisions
- Alignment with long term financial planning
- Addressing community needs – including as they change over time through transparent service levels
- Effective management of risk
- Increasing resilience - planning and renewing the City's assets to be more resilient to future acute shocks and chronic stresses

Policy Objectives

The following policy objectives guide the City to meet desired outcomes for the City's assets consistent with the Community Strategic Plan, Integrated Planning and Reporting legislation and other strategic documents.

1. Provide infrastructure and services to sustain the City of Sydney communities that:

- Supports the quality of life and amenity, urban environment and cultural fabric appropriate to City of Sydney.
- Adapts to emerging needs in sustainable transport.
- Facilitates the changes to services and infrastructure needed to cater for changing communities.
- Enhance the resilience of the City's infrastructure and communities.

2. Implement a life-cycle approach to the management of infrastructure assets where:

- Asset planning decisions are based on an evaluation of alternatives that consider the “whole of life” of an asset through acquisition, operation, maintenance, renewal and disposal.
- The asset management cycle considers the current and future environmental, economic, cultural and social outcomes.

3. Ensure that service delivery needs are the primary driver for infrastructure asset management practices by:

- Establishing and monitoring levels of service for each asset class through the Community Asset Management Plan and Detailed Asset Management Plans.
- Identifying and monitoring individual and network risks to assets and service levels for each asset class.

4. Provide a sustainable funding model that provides assets aligned with the City's long-term plans and community needs with:

- Modelling of future requirements for all assets, incorporating expansion, upgrade, renewal, disposal, maintenance, and operations costs, extending at least 10 years into the future.
- Target service levels by asset class to facilitate appropriate funding allocations through the Long Term Financial Plan.

5. Develop and implement best value environmentally sustainable asset management practices that:

- Encourage a flexible and scenario based approach through systems and plans to allow for innovative use of assets, particularly in recycling and environmental initiatives.
- Acknowledge climate change adaptation, environmental protection and enhancement protocols are fundamental to sustainable asset management planning.
- Minimise energy and water use, waste generation and air quality impacts through our own initiatives and by working with stakeholders.
- Utilise low energy products, infrastructure materials and methods wherever possible.
- Incorporate sustainability criteria into infrastructure projects and procurement.

6. Create a resilient city by modelling and planning to make it adaptable to acute shocks and chronic stresses.

- Identify and renewing critical assets that are vulnerable to future acute shocks and chronic stresses.
- Assess the cost and benefit of assets when delivering renewed or new assets in the resilience context.
- Include resilient assets when renewal planning in the long-term models and long term financial plans.

7. Provide reliable asset and infrastructure data through supported digital platforms demonstrated by:

- Provision and improvements of data templates and framework for efficient data input and governance.
- Distribution of open sourced data for community use where appropriate.
- Implementation of sound data governance and data quality management.
- Access to systems and information by mobile technology wherever possible.

8. Implement an integrated decision support system that:

- Provides systems and knowledge necessary to achieve policy outcomes.
- Proactively interrogates and models data to support informed decisions.
- Minimises risk of corporate knowledge and data loss.
- Manages information as efficiently as possible through the appropriate use of software, hardware and communication tools.
- Reduces data duplication.

9. Ensure compliance with legislative requirements by:

- Having clear policies, processes and information to ensure that organisational objectives and legislative requirements are met.

10. Allocate Asset Management responsibilities where:

- The roles and responsibilities of Council, the Chief Executive Officer and Asset Managers are clearly identified.
- Adherence to the adopted Asset Responsibility Matrix.

Responsibilities

The City of Sydney Council will:

- adopt the policy objectives and ensure sufficient resources are applied to manage the assets.

The Chief Executive Officer has:

- overall responsibility for developing infrastructure asset management systems, policies and procedures and financial models and reporting on the status and effectiveness of asset management within the City.

The Asset Management Gateway Panel will:

- ensure all asset management activities are consistent with the objectives of Community Strategic Plan, integrated planning and the City's Long Term Financial Plan
- oversee that people, processes and systems are in place and work together to deliver services and meet the corporate infrastructure asset management objectives
- oversee the development and implementation of asset and risk management plans and capital renewal plans for all asset classes

Divisional Directors and Business Unit Managers will:

- develop and implement infrastructure asset management plans, systems, policies and procedures.

The Finance and Procurement Division will:

- prepare the Long-Term Financial Plan to support the delivery of the asset management plans

Employees with management or supervisory responsibility will:

- manage assets within the area of responsibility as determined under asset management plans

Consultation

The policy has been reviewed with asset owners and relevant stakeholders. The Asset Management Gateway Panel and the Executive have endorsed the policy.

The policy is advertised for public comment as part of the Resourcing Strategy.

References

Laws and Standards

- Local Government Act 1993
- Local Government (General) Regulation 2021
- IPWEA (Institute of Public Works Engineering Australasia) NAMS+ Templates for Asset Management Plans
- IPWEA (Institute of Public Works Engineering Australasia) International Infrastructure Management Manual

Policies and Procedures

- Asset Recognition and Capitalisation Policy
- Asset Disposal Policy
- Corporate Asset Management System Strategy
- Asset Management Strategy
- Resourcing Strategy

Review period

This policy will be reviewed in 4 years.

Approval Status

Council approved this policy on [insert date].

Approval History

Stage	Date	Comment	TRIM Reference
Original Policy	25 June 2012	Approved by Council	2012/049285
Reviewed	27 June 2016	Approved by Council (Appendix to Resourcing Strategy (2016) – Integrated Planning and Reporting Program and Budget (2016/2017))	2016/576823
Reviewed	27 June 2022	Endorsed by Executive 1 September 2021. Approved by Council (Appendix to Resourcing Strategy (2022) – Integrated Planning and Reporting Program and Budget (2022/2023)).	2016/609070

Stage	Date	Comment	TRIM Reference
Reviewed			Governance to complete once finalised
Commence Review Date		Governance to complete once finalised	
Approval Due Date		Governance to complete once finalised	

Ownership and approval

Responsibility	Role
Author	Asset Strategy and Systems Manager
Owner	Executive Director City Services
Endorser	City of Sydney Executive
Approver	City of Sydney Council





Draft Community Asset Management Plan 2025/2029 to 2034/2035

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

CITY OF SYDNEY 

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Cover image: James Watkinson Reserve Playground, Pyrmont. Photo by Will Jones / City of Sydney

Executive Summary

The City of Sydney (“the City”) is responsible for the acquisition, operation, maintenance, renewal and disposal of an extensive range of physical assets with a replacement cost of \$16.6 billion. These assets include roads, footpaths, stormwater drains, buildings, parks, gardens, public art, fleet and land, and provide services that are essential to the community’s quality of life.

This Community Asset Management Plan (“Plan”) forms part of the suite of Asset Management documents that sit within the City’s overall Resourcing Strategy, and it summarises the activities and expenditure projections built up from individual asset management planning to achieve:

- The City’s organisational objectives and strategic direction from the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (also referred to as the Community Strategic Plan); and
- The asset management vision, strategy and objectives from the City’s Asset Management Strategy and Policy.

This Plan, complemented by the Asset Management Policy and Strategy, assists the City in meeting the requirements of Integrated Planning and Reporting (IP&R), which is a system of integrated business planning for local government in New South Wales (NSW). The key objective of asset management in the context of IP&R is to provide the required level of service for the community in accordance with the Community Strategic Plan and in the most cost-effective manner.

The City’s critical asset classes included in this Plan are:

- Parks and Greening
- Stormwater
- Buildings
- Streets and Structures.

The objective of this Plan is to outline the management of the assets required to deliver services to the community. Achieving financial sustainability requires balancing service levels and performance with cost and risk.

It may not be possible to meet all expectations for services within current financial resources. The City will continue to engage with its community to ensure that needed services are provided at appropriate levels of service at an affordable cost whilst managing risks.

Operating and Capital Costs

The projected required capital costs including renewal / replacement and upgrade of existing assets and the acquisition of new assets over the 10-year planning period is \$226.6 million on average per year.

The projected operating expenditure has been developed in this Plan with the financial outlays in the Long Term Financial Plan (LTFP) involving:

- Community consultation on desirable and affordable levels of service
- Balancing service performance, risk and cost in a trade-off of projects and initiatives
- Considering the impact of trade-offs and accepting the service and risk consequences.

Introduction

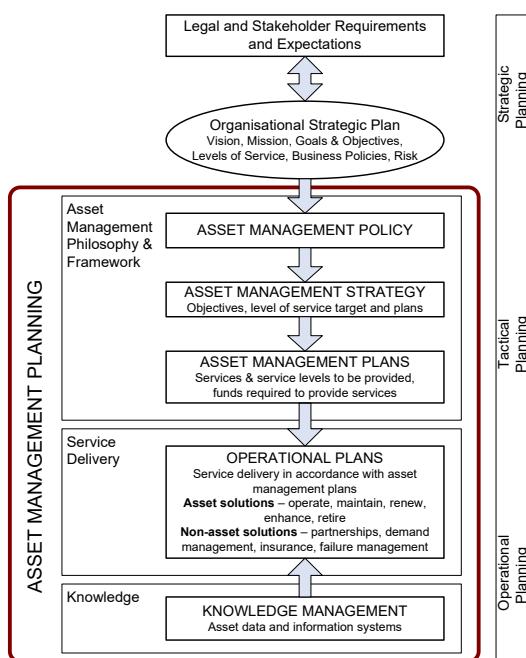
Asset Management Philosophy and Framework

The Integrated Planning and Reporting (IP&R) Framework provides the mechanism for the implementation of Sustainable Sydney 2030–2050 Continuing the Vision. The Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (also referred to as the Community Strategic Plan) is the highest-level plan within this framework. Effective asset management is an objective of the Community Strategic Plan contained within Direction 1: Responsible Governance and Stewardship.

The City of Sydney's ("the City") Asset Management Policy and Strategy have been captured as separate documents under the City's Resourcing Strategy. These documents, in tandem with the Community Asset Management Plan ("Plan" this document), form the suite of asset management documents that detail the City's asset management philosophy and framework. It aims to translate community outcomes and organisational outcomes into the operational delivery of the City's asset-based services. This is aligned with the ISO standards¹ for asset management (ISO 55000, ISO 550001 and ISO 55002), and the International Infrastructure Management Manual (IIMM) 2020, which provides a comprehensive toolkit to achieve alignment with and apply the principles of the ISO standards.

The asset management planning process from the IIMM is shown in the figure below.

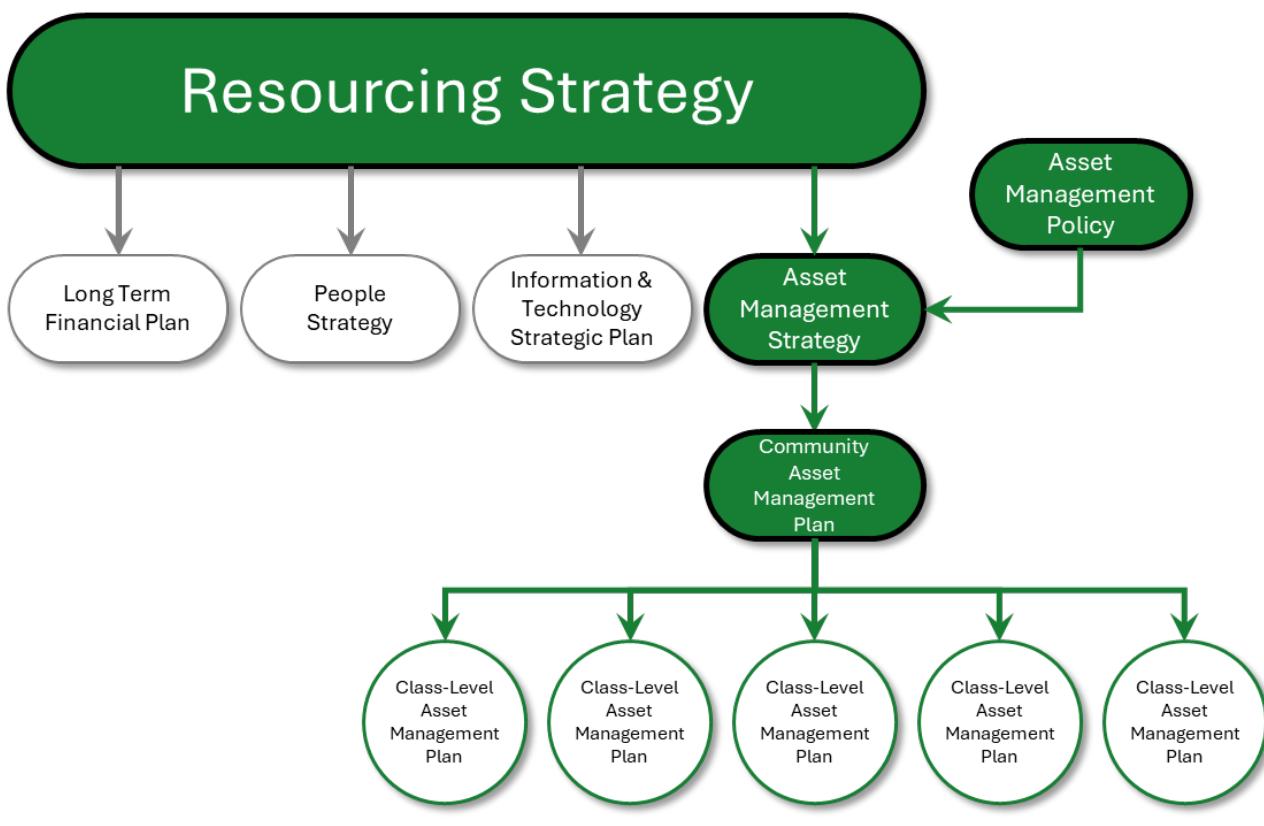
Figure 1. Asset Management Planning Process



Within the context of the City's Resourcing Strategy, the below figure outlines the relationship of the asset management planning documents.

¹ The International Organization for Standardization (ISO) is an independent, non-governmental, international standard development organisation composed of representatives from the national standards organisations of member countries.

Figure 2. Asset Management Planning documents within the overall Resourcing Strategy



The City's Assets and Services

The aim of this Plan is to provide details around the high-level asset management activities that are required to meet the following:

- The organisational objectives from the City's Community Strategic Plan; and
- The asset management strategy and vision from the City's Asset Management Strategy.

The IP&R guidelines define critical assets as those which are essential for council's operations. Critical assets have sufficiently severe financial, business or service level consequences if they fail, and as a result, justify proactive inspection and rehabilitation activities.

Asset classes which the City defines as critical and are included in this Plan are described in the table below.

Figure 3. Assets used for providing services

Asset Class	Description	Services Provided
Parks and Greening	Horticultural, Active Play, Parks, Water Systems	The City's parks, open spaces and trees are one of the community's most loved assets with hundreds of thousands of residents and visitors using the City's parks daily. The size of the park and open space network is approximately 215.7 hectares throughout the local government area, providing both active and passive places for the use and enjoyment of communities.

Community Asset Management Plan 2025

Asset Class	Description	Services Provided
Stormwater	Drainage, Water Quality	The City of Sydney operates an extensive stormwater drainage network, which has been in place in some areas for more than 100 years. Its purpose is to provide stormwater management services to the community.
Buildings	Structure, Fire Services, Heating, Ventilation and Air-Conditioning (HVAC), Electrical, Hydraulic, Vertical Transport, Interior, Exterior Improvements, Accessibility	The City's urban landscape is heavily reliant on its architectural assets to deliver services to its residents, corporate entities, and commercial lessees. The city's portfolio of assets encompasses a wide variety of property types, including indoor and outdoor aquatic facilities, libraries, operational depots, public restrooms, commercial real estate, and community spaces, with the renowned Sydney Town Hall being a notable example.
Streets and Structures	Roads, Footpaths, Kerb and Gutter, Cycleways, Traffic Facilities, Street Furniture, Lighting & Electrical, Structures	The City provides a transport network in partnership with the Transport for NSW and neighbouring councils to enable safe and efficient pedestrian, cycle and vehicular movements.

The above listed asset classes account for approximately 90% of all asset value (excluding land).

It is to be noted that the City has one other asset class, being Cultural and Mobile Assets. This asset class is not determined as critical and is therefore not featured in this Plan.

The City publishes a 10 year capital works program summary as part of its LTFP, incorporating asset renewal programs which will be linked to the detailed class-level asset management plans. The prioritisation of works within that program is ongoing as the analysis of condition data is completed.

Risk Management Plan

The City of Sydney has recently developed a Risk Appetite Statement approved by Council which provides guidance about the amount of risk the City is willing to take in order to achieve the strategic goals, while ensuring the protection of the City's assets, reputation, and the wellbeing of the employees and community. The risk appetite is characterised by the following principles:

- We are open to taking risks that align with our strategic objectives and are within our capacity to manage effectively.
- We encourage a culture of responsible risk taking to support innovation, excellence and continuous improvement.
- We identify and evaluate emerging risks to ensure timely and appropriate responses.

A balanced approach to risk appetite is needed to achieve these principles. The challenges in achieving this balance are:

- Realisation of opportunities and allowing growth, transformation and innovation while avoiding unnecessary negative impacts; and
- Avoidance of a risk averse culture which stifles growth, transformation and innovation rather than supporting it through the proper assessment and management of risk.

We categorise the level of risk appetite as follows:

No appetite	Minimal	Cautious	Open
No / extremely limited appetite	Limited appetite	Moderate appetite	Open / accepting appetite

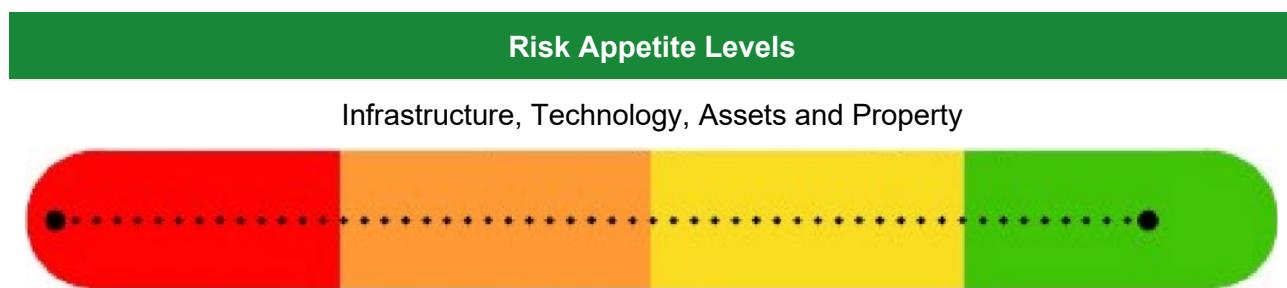
The City is averse to being exposed to risk, even where the potential benefits are high

The City will consider limited risk exposure

The City is willing to consider taking risk where effective mitigation can be applied

The City is open to accepting the risk where there are significant benefits

Asset management is captured under the risk category of "Infrastructure, Technology, Assets and Property," with the risk appetite level shown below.



As the risk appetite methodology has been recently revised, this will be revised for each of the City's asset classes and reported on in future revisions of the Community Asset Management Plan.

Asset Information Summary

Each asset class has a dedicated section in this plan, which will summarise the following asset information:

- Asset inventory
- Levels of service
- Future demand
- Current asset condition ratings
- Lifecycle management
- Asset valuations
- Environmental sustainment and resilience

The description of the above items has been provided below.

Asset Inventory

This item includes the asset categories that comprise each asset class, quantities of each category, and replacement cost.

Levels of Service

The City has defined service levels in three ways:

1. **Customer (or Community) Levels of Service** relate to:
 - a. Condition: how good is the service, what is the quality of the service?
 - b. Function: is it suitable for its intended service, is it the right service?
 - c. Capacity/Use: Is the service over or under used, do we need more or less of these assets?
2. **Environmental Levels of Service** are defined as the activities that support the achievement of the City's environmental sustainability goals and targets, with relevant measures where feasible.
3. **Technical Levels of Service** relate to the operational and technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Desired levels of service are obtained from various sources including customer satisfaction surveys, resident feedback to councillors and staff, service requests and correspondence, and consultation with stakeholders. The City has identified that the continual review and update of service levels for specific asset classes is a key element of the ongoing asset management strategy.

The City will refine and adjust the levels of service to ensure continued community satisfaction as reflected through these sources.

This Plan now reflects elements of the Report on Infrastructure Assets from the City's financial statements. This replaces previous estimates of minimum condition levels to provide uniformity across reporting platforms.

Future Demand

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, community preferences and expectations, technological changes, economic factors, agricultural practices, and environmental awareness. For the City, population and visitor growth will likely see an increased demand for available open space, pedestrian space, community facilities, and also a need for new and emerging assets to meet community expectations.

The Community Strategic Plan identifies global trends that would have a considerable influence on the future of Sydney, some of which will likely influence future demand on the City's assets and the services they deliver to the community. Such trends include the climate emergency, rapid urbanisation, chronic unaffordability, exponential technology changes and economic transition.

The handover of a number of assets from other government authorities is also anticipated in the short term which will impact on service provision.

Demand for new services will be met through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. As the City has a finite stock of existing assets, a focused qualitative approach has been undertaken when upgrading existing assets. This ensures we provide purpose-built assets in the right areas.

Current Asset Condition Ratings

The City has adopted the condition rating standards set by the Institute of Public Works Engineering Australasia (IPWEA) within the IIMM and applies this standard consistently across its asset classes. The scale and how the rankings apply depend on the asset category. The figures below outline and describe the condition ratings.

Figure 4. IIMM Condition Ratings

Condition	Description	
1	Very Good	Satisfactory = % total of assets with 1, 2, or 3 Condition
2	Good	
3	Fair	
4	Poor	
5	Very Poor	

Figure 5. Condition Grading System

Condition Grading	Description of Condition
1	Very Good: free of defects, only planned and/or routine maintenance required

Condition Grading	Description of Condition
2	Good: minor defects, increasing maintenance required plus planned maintenance
3	Fair: defects requiring regular and/or significant maintenance to reinstate acceptable level of service
4	Poor: significant defects, higher order cost intervention likely, consider renewal
5	Very Poor: physically unsound and/or beyond rehabilitation, immediate action required

There is a significant amount of effort required to assess the large portfolio of assets, and the City is working to continually update and improve asset condition data. Asset condition assessments are particularly important, as they:

- Identify assets or areas where maintenance or renewal is needed, allowing the City to plan future works
- Provide information, through regular assessment, on the trend in the deterioration of assets
- Enable estimates of costs to restore assets to a satisfactory level.

The condition indices are shown in the asset condition section for each of the asset class chapters within this Plan. Whilst a common structure is in place to provide a condition rating on a 1-5 scale for all asset classes, each asset class' condition ratings are based on detailed technical data and descriptions that are specific to the asset class and category and follow industry standards. For example, the assessment of a stormwater drain pipe would be quite different to that of a road pavement, although ultimately both assets could be rated as condition 2, or "good". The specific levels and descriptions are further detailed in the class-level asset management plans.

The City has commissioned several critical asset data collection projects to keep the condition data up to date and extending coverage for newly acquired assets.

Lifecycle Management

This item details how the organisation plans to manage and operate the assets at the agreed levels of service whilst optimising lifecycle costs and managing risks.

To assess the lifecycle costs of managing assets, it is necessary to understand the plans for and expenditure incurred over the life of the assets. A summary of the expenditure trends is shown for each asset class and the definitions of lifecycle costs appear below.

Operational Costs

Recurrent expenditure which is required to operate and manage assets e.g. management of staff and associated on-costs.

Maintenance Costs

These costs are defined as repairs to assets to ensure they reach their full or expected life and include reactive, planned and preventative maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management or supervisory directions.

Planned or preventative maintenance is repair work that is identified through various means including inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Renewal or Replacement Costs

Renewal or Replacement expenditure is major work that does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its useful life or original capacity. Work over and above restoring an asset to original service potential comprises upgrade/expansion or new works expenditure.

Expansion (New) Assets and Upgrade Costs

Upgrade works improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs and community requirements or requests.

New or expansion works are those works that create a new asset that did not previously exist. Assets may also be acquired at no monetary cost to the City from land development.

New assets will commit the City to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. The City will increase annual maintenance budgets to ensure sufficient maintenance funds over the life cycle of all newly created assets.

There is a risk that the significant transfer of assets and their ongoing maintenance and renewal could impact financial sustainability if not carefully planned.

Asset Valuations

A summary of the current replacement cost and written down value (at 30 June 2024) for the asset class.

Environmental Sustainability and Resilience

Resilience involves the social, economic and environmental systems that support urban areas, including physical infrastructure. The goal of urban resilience is to create adaptive, robust and secure cities that effectively respond to and recover from challenges.

The City of Sydney's Resilience Strategy 2023-2028 defines resilience as:

“The capacity of individuals, communities, institutions, business and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience.”

Acute shocks are sudden, sharp events that threaten a city, such as heatwaves, floods, disease outbreaks and cyberattacks.

Chronic stresses weaken the fabric of a city on a day-to-day or cyclical basis, such as rising inequity, lack of social cohesion and inadequate public transport.

The shocks and stresses that could impact our assets include:

- Critical infrastructure failure
- Epidemic/pandemic
- Extreme weather – heatwaves, storms and flooding
- Cyber attack
- Terrorist attack
- Civil unrest

- Landslip/subsidence
- Population growth and densification
- Food, fuel or water crisis, incl. global supply chains
- Decreasing redundancy in communications networks
- Skills and labour shortage, employment conditions, demand on essential workers
- Aging population/increasing vulnerabilities within the community.

In the context of the asset management practices, we acknowledge that the resilience of an asset is dependent on the environment and community that it services and vice versa. This involves the consideration of the resilience of assets within the broader system that they operate, including an understanding of an asset's relationship to other assets and organisations (interdependencies) and consequences of failure to asset user groups (service risks).

- **Interdependency:** Interdependency is when an asset, organisation or community is dependent on another asset, organisation, or community for a particular service.
- **Service risks:** Service risks encompass those events that impact an asset class's ability to maintain the services that they provide.

Resilience in asset management should not focus only on the physical resilience of an asset but also include the contribution of the asset to the resilience of an organisation and the overall community. This can be referred to as 'infrastructure for resilience'.

The effective consideration of resilience in asset management practices ensures that our assets can continue to be utilised following a shock and in the context of increasing stresses, can be efficiently restored and contribute to the broader community's resilience.

We are incorporating resilience assessments into our detailed asset management planning. This includes mitigation actions to improve resilience as well as examining asset management lifecycle parameters and how shocks and stresses influence them. In conjunction with this, the City is embedding resilience principles into project management decision making through design and operations to deliver resilience outcomes and co-benefits.

Streets and Structures

Background

The City provides a transport network in partnership with Transport for NSW and neighbouring councils to enable safe and efficient pedestrian, cycle and vehicular movements.

A significant proportion of the City's streets and structures have been in existence for many years. These assets have originated from a combination of council construction and development activity by private or other public authorities within the area.

The Streets and Structures assets assessed in this Plan include:

- Road pavements (including cycleways)
- Footpaths
- Kerb and gutters
- Bridges for both pedestrians and road users
- Street furniture.

In this Plan, cycleways are included in the road pavement or carriageway. Future revisions will separate cycleways from roads as the broader cycleway network is maturing in scale. Bridge information, valuation and modelling have been included as it forms a critical part of the road and footpath network. The Streets and Structures detailed asset management plan will include bridges, cliffs and retaining walls, as there are different maintenance and renewal requirements for bridges as opposed to roads and footpaths.

The City receives grant funding from both the Federal and State Governments to assist in the management, maintenance and operation of the City's road infrastructure, which is a fundamental part of the NSW transport network.

Asset Inventory for Streets

Asset Type	Quantity	Replacement Cost (\$'000,000)
Road Surface	330 km	297.1
Road Base	330 km	727.6
Kerb and Gutter	650 km	452.8
Footpath	592 km	792.4
Cycleway	22.5 km	Inc in Road Surface
Smartpoles	3,005	118.1
Light Poles	4,549	52.0
Lights	8,495	
Traffic Calming Items	2,513	45.7
Parking and Regulatory signs	64,000	
Sign Poles	36,750	17.8
	TOTAL	2,503.5

Asset Inventory for Structures

Asset Type	Quantity	Replacement Cost (\$000,000)
Bridges	36 nos	104.1
Stairs	105 nos	Included in Parks
Retaining Walls	641 nos	2.7
Sea Walls	24 nos	-
Foreshore Structures	12 nos	16.2
Fences	115 nos	Included in Parks
Bins	849	
Cycling Parking	1,561	14.6
Seats	1,254	
Shelters	330	
Permanent Survey Marks	1,642	18.8
Wayfinding/Legible Sydney Signs	4,180	9.5
Security	N/A	8.8
	TOTAL	174.8



Figure 6. Image: Rainbow crossing, corner Bourke St and Campbell St Darlinghurst

Levels of Service

As defined in the Asset Information Summary section, the City has defined service levels in three ways:

1. Customer (or Community) Levels of Service
2. Environmental Levels of Service
3. Technical Levels of Service.

Customer Levels of Service

Asset Category	Type of Measure	Level of Service	Performance Measure	Current Performance	Future Target
Streets	Condition	Road surfacing provides smooth ride appropriate to road type and speed limits	Customer service requests related to condition	1,627 road-related customer requests in FY2024	Reduced road-related customer requests, and at least 75% satisfaction level in customer satisfaction survey
	Function	Accessibility – road network is well-connected and accessible, allowing for efficient movements	Customer satisfaction survey-rating related to accessibility of the road network	Subject to a forthcoming customer satisfaction survey is planned to be undertaken in June/July 2025	75% satisfaction level in customer satisfaction survey
	Capacity	Road network has adequate capacity to minimise traffic congestion and delays	Customer satisfaction survey rating related to congestion of the road network	Subject to a forthcoming customer satisfaction survey is planned to be undertaken in June/July 2025	75% satisfaction level in customer satisfaction survey

Community Asset Management Plan 2025

Asset Category	Type of Measure	Level of Service	Performance Measure	Current Performance	Future Target
Structures	Condition	Structural assets are free from hazards, debris, rubbish, graffiti and are in a condition appropriate for use	Customer service requests, related to maintenance	Average	Remain the same
	Function	Fit for purpose – structural assets provide adequate functionality for appropriate use	Customer requests related to accessibility / community satisfaction	Average	Remain the same
	Capacity	Structural assets are in adequate capacity and numbers to meet user needs	Customer service requests related to loading issues	Average	Remain the same

Environmental Levels of Service

Good asset management can support the City to achieve the community's goals for environmental improvements. The City has an integrated strategic approach to environmental sustainability, with goals and actions set out in the Community Strategic Plan cascading into strategies and plans.

The strategic approach identifies which asset classes have the greatest impact on the City's ability to deliver each goal or target. It also categorises activities under four themes reflecting the integrated nature of environmental sustainability outcomes. These themes are:

1. Climate Action: activities relating to mitigating climate change and adapting to expected effects of a changing climate.
2. Greening Sydney: activities that relate to protecting existing vegetation and increasing our green cover.
3. Water Stewardship: activities relating to water efficiency, water re-use and to water quality.
4. Restoration of Natural Environments: activities relating to pollution and contamination reduction, biodiversity regeneration, and material stewardship including circularity.

The following asset management activities are core to environmental sustainability in this asset class and support the City to achieve its goals.

The areas with the biggest opportunity to protect the environment for streets and structures assets are:

- Specifying reduced embodied carbon and circular materials
- Reducing the long-term carbon footprint of assets by initiatives that extend asset life or reduce operational resourcing and will be strongly considered in asset management planning.

Theme	Environmental asset management activity	Relevant asset lifecycle activity	Activity measure (if applicable)
Climate Action	Reducing embodied carbon through material and design specifications	Acquisition/Design, Maintenance, Renewal	Kg/Co2e
	Transitioning away from fossil fuel plant and equipment as alternatives become available	Acquisition/Design, Operations, Maintenance, Renewal	Kg/Co2e
Greening Sydney	Increase greening in the City of Sydney through expanding street gardens and canopy tree planting	Acquisition/Design, Renewal	Greening area installed as part of footpath renewal program
	Ensure trees and vegetation are protected during works	Construction, Operations	Non-compliance reporting
Water Stewardship	Use of permeable surfaces to allow water to soak into the landscape following rain events	Acquisition/Design, Renewal	Area of permeable surfaces installed

Community Asset Management Plan 2025

Theme	Environmental asset management activity	Relevant asset lifecycle activity	Activity measure (if applicable)
Restoration of Natural Environments	Consideration of water use during works	Construction, Operations, Maintenance	Total use, ideally split into potable vs. non potable (L/year)
	Specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources	Acquisition/Design, Renewal	% of recycled material used
	Waste materials are collected, sorted, and returned to productive re-use	Construction, Operations	% material re-use
	Managing and remediating contaminated land	Construction, Operations	Non-compliance reporting

Community Asset Management Plan 2025

Technical Levels of Service

Asset Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
Streets	Acquisition	Upgrade and further develop the road network to ensure it safe, fit-for-purpose and meets the needs of the community	Delivery of key upgrade/new projects Developer created road assets	Upgrade/new projects aligned to City's strategic objectives are initiated by City Projects Developers constructing roads to meet development plan requirements	Improve design standards for new/upgrade works
	Operation	Condition Audits – Collect asset condition data to inform capital renewal planning and revaluation	Frequency of full condition audit of road network	Every 4 years	Every 4 years
		Street sweeping- To ensure roads are clean and free of debris	Street Sweeping frequency	As per current street sweeping schedules	As per operational and maintenance plan
		Line Remarking – Ensure road markings are visible and ensure safe traffic movements	Completion of line remarking works	Line marking works are completed following maintenance inspections	As per operational and maintenance plan
	Maintenance	Maintenance inspections to ensure road defects are proactively identified and prioritised	Frequency of road network maintenance inspections/ audit	Maintenance inspections carried out in accordance with current asset inspection schedule and intervention levels	As per operational and maintenance plan
		Maintenance activities to ensure roads are maintained in a serviceable condition free of hazards	Completion of planned and reactive maintenance works	Maintenance works are delivered based on priority with consideration of available budget	As per operational and maintenance plan

Community Asset Management Plan 2025

Asset Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
	Renewal	Renew assets in line with agreed intervention standards to meet community needs at lowest lifecycle cost	Percentage of roads in condition 4 & 5	Condition 4- 6.85% Condition 5 – 0.85%	Renew assets in line with agreed intervention standards to meet community needs at lowest lifecycle cost
		Disposal	Disposal of underperforming and unutilised assets	Disposal of assets	Currently no assets identified for disposal at this stage
Structures	Acquisition	Upgrade and further develop the road network to ensure it safe, fit-for-purpose and meets the needs of the community	Delivery of key upgrade and new projects	Upgrade/new projects aligned to City's strategic objectives are initiated by City Projects Developers constructing asset to meet development plan requirements No acquisition planned at this stage	Upgrades/new projects to be aligned with renewals. Improve design standards for new/upgrade works
		Operation	Condition Audits – Collect asset condition data to inform capital renewal planning and revaluation	Frequency of full condition audit of structures Level 2 inspections – Every 4 years Level 1 inspection - Nill	Level 2 inspections – every 4 years Level 1 inspections – every year
	Maintenance	Maintenance inspections to ensure structures defects are proactively identified and prioritised.	% completion of structures inspected annually	0%	100%
		Maintenance activities to ensure structures are maintained in a serviceable condition free of hazards	Completion of planned and reactive maintenance activities	Ad-hoc	Maintenance works are delivered based on recommendations from engineering inspections
	Renewal	Renew assets in line with agreed intervention standards to meet community needs at lowest lifecycle cost	% of structures in condition 4 & 5	Condition 4- 10% Condition 5 – 2%	Condition 4 – 0% Condition 5 – 0%
		Disposal	Council has not identified any footpath assets for disposal	Disposal of assets	Currently no assets identified for disposal at this stage
					To be reviewed

Demand Planning

The City has adopted key strategies that will adapt to demand and consequently change the associated infrastructure on road reserves. The Greening Sydney strategy put emphasis on increasing green coverage of the LGA. This includes the installation of rain gardens and greening assets where possible. One outcome of the community strategic plan is “More people walk more, because walking is the most attractive and convenient choice for short trips in the local area”. This desired outcome focuses on activities to increase the usability and area of the City’s footpath network.

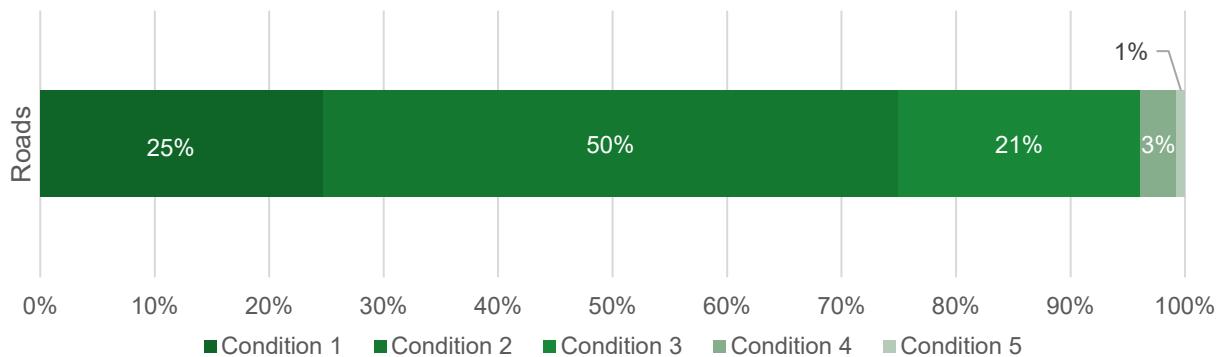
Future handover of footpath assets from other urban redevelopment sites and other government authorities are expected in the next five years. These initiatives will add demands on the provision of asset services.

It is anticipated that ownership of a number of roads will be transferred to the City from State Government entities within the next ten years. Negotiations relating to the terms of any such transfers are ongoing, but it is expected that whilst already constructed and operational, ongoing maintenance requirements will become the City’s responsibility.

Current Asset Condition Ratings

Current Asset Condition: Roads

The chart below shows the distribution of asset condition ratings for the road surface assets, as a percentage of the gross replacement cost.



Photographs of road surfaces provide an indicative guide to Condition 1 – *Very Good* and 5 – *Very Poor* road assets.

Community Asset Management Plan 2025



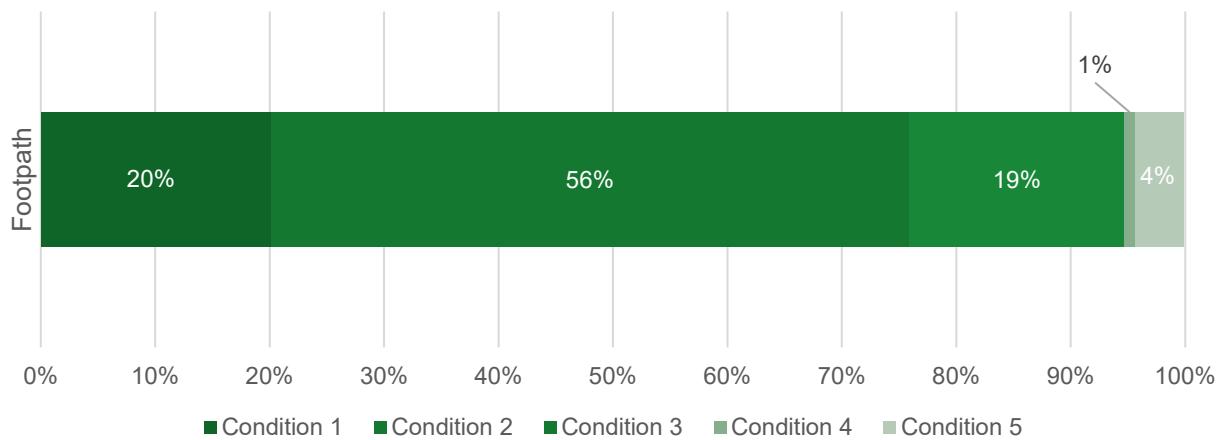
Condition 1 – Very Good



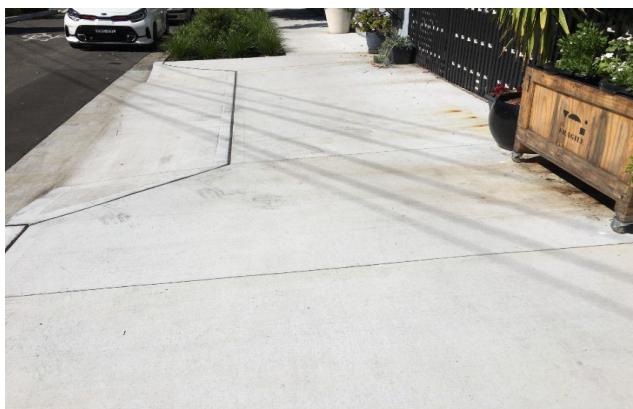
Condition 5 – Very Poor

Current Condition – Footpath

The chart below shows the distribution of the asset condition ratings for footpath assets, as a percentage of the gross replacement cost.



Photographs of footpath surfaces provide an indicative guide to Condition 1 – *Very Good* and 5 – *Very Poor* footpath assets.



Condition 1

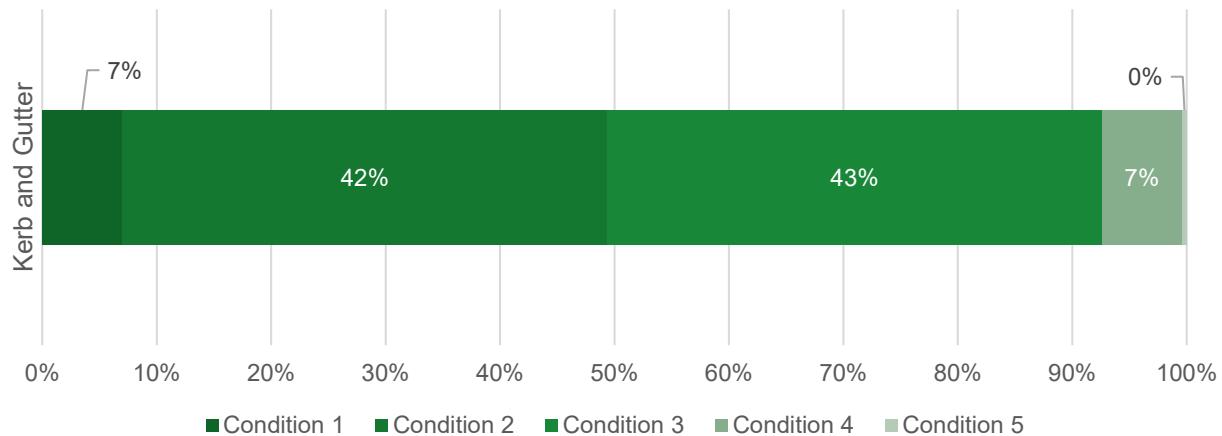


Condition 5

Current Conditions – Kerb and Gutter

The chart below shows the distribution of the asset condition ratings for kerb and gutter assets, as a percentage of the gross replacement cost.

Community Asset Management Plan 2025



Photographs of kerb and gutter surfaces provide an indicative guide to Condition 1 – *Very Good* and 5 – *Very Poor* kerb and gutter assets.



Condition 1



Condition 5

Lifecycle Costs

The table below shows the trend in the last five years in asset expenditure for the road network. Operational and maintenance expenditure is obtained from the Business Unit operational actuals and the renewal, upgrade and new expenditure from the financial reports. The 5-year average is the basis for the long-term lifecycle costs.

Year	Operating/Maintenance	Renewal	Upgrade	Expansion
2019/20	10,063	19,919	19,544	26,880
2020/21	10,096	21,039	34,146	18,338
2021/22	10,793	25,072	35,389	33,983
2022/23	13,825	22,437	22,316	21,103
2023/24	14,201	25,166	20,971	17,600

Community Asset Management Plan 2025

Year	Operating/Maintenance	Renewal	Upgrade	Expansion
5 Year Average	11,796	22,727	26,473	24,200

Figures shown in \$000

Maintenance, Renewal and Upgrade costs

This table shows an excerpt of the *Report on Infrastructure Assets* as at 30 June 2024 in accordance with the Office of Local Government Code of Accounting Practice and Financial Reporting. It shows the estimates to bring the road assets to a satisfactory standard as described in 'Estimate of Cost to bring asset to satisfactory condition' section of this report.

Asset Class	Asset Category	Estimated Cost to bring assets to satisfactory standard**	Estimated Cost to bring to the agreed service set by Council ##	2023/24 Required Maintenance	2023/24 Actual Maintenance
Roads	Sealed Roads – surface course	5,521	4,592	3,598	4,676
	Sealed Roads – base structure	2,446	2,446	194	252
	Bridges	1,090	480	1,376	1,788
	Footpaths	12,394	4,960	5,489	7,135
	Kerb and Gutter	10,418	9,960	162	210

Figures shown in \$000

** As per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better.

- reflects the estimated cost to restore all assets assessed to be at a condition below Council's minimum service levels. These standards (i.e. target conditions) reflect the strategy of maximising the consumption of the assets' service potential before renewal works are undertaken.

The City's general definition of agreed level of service is that any asset that has reached a Condition 4 – Poor or Condition 5 – Very Poor should be renewed as a matter of priority.



Figure 7. Image: Council staff renewing a Footpath

Asset Valuations

Listed below are the current replacement cost and written down values (depreciated value).

Asset Type	Current Replacement Cost	Written Down Value
Road Surface	291,676	170,030
Road Base	727,618	627,064
Footpath	792,444	468,101
Kerb and Gutter	452,777	200,725
Bridges	104,136	73,514
Total	2,368,650	1,539,434

Figures shown in \$000

Environmental Sustainment and Resilience

Transitioning to Environmentally Sustainable Assets

The City of Sydney has an integrated strategic approach to environmental sustainability, with goals and actions set out in our Community Strategic Plan cascading into strategies and plans.

The following asset management activities are core to environmental sustainability in roads assets and support the achievement of our goals. The biggest opportunity for our road assets is in specifying reduced embodied carbon and circular materials.

Theme	Core Asset Management Activities
Climate Action	<ul style="list-style-type: none"> reducing embodied carbon through material and design specifications transitioning away from fossil fuel plant and equipment as alternatives become available
Greening Sydney	<ul style="list-style-type: none"> increase greening in the City of Sydney through expanding street gardens and canopy tree planting ensure trees and vegetation are protected during works
Water Stewardship	<ul style="list-style-type: none"> use of permeable surfaces to allow water to soak into the landscape following rain events consideration of water use during works
Restoration of natural environments	<ul style="list-style-type: none"> specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources waste materials are collected, sorted and returned to productive re-use managing and remediating contaminated land

Materials Use

The Sydney Streets Technical Specification allows for the following materials and methods within the road network:

- Lower embodied carbon concrete in footpaths, through methods such as substituting fly ash and blast furnace slag for high embodied carbon cement.
- Crushed Recycled Glass in asphalt as a substitute for virgin sands.
- Warm mix asphalt (using lower temperature in asphalt production).
- Using recycled asphalt (RAP) when we lay a road surface.
- Using recycled aggregate in civil works.

We are trialing the use of recycled vehicle tyres into asphalt to improve asphalt life.

The tables below provide results relating to recycled content in our road renewal program and the overall resource recovery rate for our civils construction projects for the reporting years of the Environment Strategy.

Year	Actual				Forecast
	2020/21	2021/22	2022/23	2023/24	2024/25
Per cent recycled content	20%	15%	20%	20%	20%
Resource recovery rate for civil construction	99%	99%	99%	99%	99%

We have not yet commenced embodied emissions reporting.

Operational Carbon Emissions and Energy Use

The City of Sydney uses energy for the provision of street lighting and pedestrian lighting. Since July 2020 all operational electricity is 100% renewable, either through onsite Solar PV or through the direct purchase of renewable electricity from a wind and two solar farms. There is no gas use associated with the operation of the road network.

There are zero operational emissions associated with this asset class. This is expected to be maintained over the period covered by our Environment Strategy 2021-2025.

Emissions associated with fleet and contractor fuel use for road asset management activities are included in our total carbon reporting, however we are not able to reliably attribute these emissions to road maintenance activities.

The City of Sydney models the impact of planned projects on our future emissions and changes in energy use as a core tactic for our ambition to be a net-zero organisation.

Electricity consumption associated with street lighting has decreased during the period covered by our Environment Strategy. The LED streetlight replacement program delivered in partnership with Ausgrid contributed the most to this reduction. We experienced a temporary spike in usage for our non-metered street lighting portfolio in late 2024, reflected in the forecast data below.

We do not expect this to be repeated. Future years should continue to see reduction in electricity use from the LED streetlight replacement program and as we commence a program to upgrade existing end of life LED lamps with more efficient technology.

This increase will not impact our overall operational emissions as our electricity supply is 100% renewable.

Community Asset Management Plan 2025

The table below shows the change in electricity use for the reporting years of the Environment Strategy.

Year	Actual				Forecast 2024/25
	2020/21	2021/22	2022/23	2023/24	
Electricity consumption (MWh)	11,467	8,814	9,112	8,856	11,600

Concluding Remarks

The estimates indicate that the City has budgeted to renew road assets at a sustainable rate over the next 10 years and is addressing the maintenance and renewal requirements and the Special Schedule - Report on Infrastructure Assets cost to satisfactory requirements consistent with the Office of Local Government performance measures.

Stormwater

Background

The City operates an extensive stormwater drainage network. The network has been in place in some areas for more than 100 years.

The City's stormwater drainage network is managed in tandem between the City and Sydney Water. Typically, in suburban areas, Sydney Water would operate the large canals or trunk lines into which local stormwater would flow. However, within the City area, both large and small stormwater infrastructure is spread between the organisations.

This is a unique situation that can lead to issues surrounding ownership and responsibility for assets.

Stormwater pipe assets have an extremely long useful life and inspection is difficult. A program is in place to inspect and update the stormwater drainage inventory and condition data of City owned pipes and pits using CCTV technology. This program is heading towards completion.

The City's drainage asset base will continue to be updated in future revisions of the plan as condition information and other information, particularly relating to ownership of pipes and pits, becomes available.

Further analysis of the CCTV data and follow up field investigation is required, particularly in the condition assessment, of the completed area of pipe assets and the ownership profile.

The City prepares a five-year renewal program developed in accordance with relevant standards to include pipe assets with condition 4 or 5. Renewal works are undertaken where pipe assets are displaying deterioration due to age including cracks, displaced joints or scouring. Pipes may also suffer damage from tree root ingress or collapse. Pipes may also be renewed at identified flooding locations to provide increased hydraulic capacity. Where possible, the City uses relining technology using structural liners that restore the structural capacity, hydraulic capacity and remaining life of the pipe. Relining pipes significantly reduces costs, environmental and community impacts in comparison to traditional excavation and pipe construction methodologies.

Provisions for the renewal program and capacity upgrade projects have been incorporated into the Long Term Financial Plan.

Local flood risks are considered in determining the renewal and replacement priorities based on risk. The 10-year drainage renewal program will be subject to amendment based on ongoing risk assessments.

Asset Inventory

This table shows the range, extent and asset replacement cost for the drainage assets, together with related assets.

Asset Category	Quantity	Replacement Cost (\$M)
Stormwater Assets		
Drainage Pipes	162 km	318.5
Drainage Pits	11,554	156.5
Open Channels and Culverts	6.85km	40.5
Water Quality Assets		
Gross Pollutant Traps (GPTs)	47	4.7
Vegetated drainage assets, i.e. rain gardens, tree pits, swales.	320	29.2
Total		549.4

Levels of Service

As defined in the Asset Information Summary section, the City has defined service levels in three ways:

1. Customer (or Community) Levels of Service
2. Environmental Levels of Service
3. Technical Levels of Service.

Customer Levels of Service

Asset Category	Type of Measure	Level of Service	Performance Measure	Current Performance	Future Target
Drainage	Condition	Stormwater system to be of suitable condition to capture water and convey flow.	Customer requests Condition assessment- % of assets below renewal intervention level (condition 4 & 5)	Average 680 requests per year 5.9% based on current available CCTV data	Maintain parity or reduce number of customer requests from previous year
	Function	Fit for purpose stormwater network provide intended purpose and community needs	Customer service requests relating to ponding and flooding	Refer to Flood Studies	Lift function as set in Flood Risk Management Studies and Plans
	Capacity	Stormwater infrastructure network has adequate capacity to handle design storm event	Capacity Assessment- % of network identified as meeting the current capacity requirements	Refer to Flood Studies	Lift capacity as set in Flood Risk Management Studies and Plans
Water Quality	Condition	Structural integrity and cleanliness to be maintained to ensure efficient operation and function	% of assets in good condition	2019 condition audit rated 96% of GPT are in good condition (condition 1 and 2)	Maintain parity
	Function	Effective pollutants removal and proper flow management	Amount of pollutants removed	262 tonnes of pollution in the 2022/23 financial year.	Maintain parity
	Capacity	Adequate storage capacity to be able to hold sufficient volume between maintenance cycles	Measure of storage capacity and fill levels	No reported or identified issues recorded	Maintain parity

Environmental Levels of Service

Good asset management can support the City to achieve the community's goals for environmental improvements. The City has an integrated strategic approach to environmental sustainability, with goals and actions set out in the Community Strategic Plan cascading into strategies and plans.

The strategic approach identifies which asset classes have the greatest impact on the City's ability to deliver each goal or target. It also categorises activities under four themes reflecting the integrated nature of environmental sustainability outcomes. These themes are:

1. Climate Action: activities relating to mitigating climate change and adapting to expected effects of a changing climate.
2. Greening Sydney: activities that relate to protecting existing vegetation and increasing our green cover.
3. Water Stewardship: activities relating to water efficiency, water re-use and to water quality.
4. Restoration of Natural Environments: activities relating to pollution and contamination reduction, biodiversity regeneration, and material stewardship including circularity.

The following asset management activities are core to environmental sustainability in this asset class and support the City to achieve its goals.

The areas with the biggest opportunity to protect the environment for stormwater assets are:

- Improving water quality
- Specifying reduced embodied carbon and circular materials
- Reducing the long-term carbon footprint of assets by initiatives that extend asset life or reduce operational resourcing.

Theme	Environmental asset management activity	Relevant asset lifecycle activity	Activity measure (if applicable)
Climate Action	Reducing embodied carbon through material and design specifications	Acquisition, Design, Construction, Maintenance, renewals.	Kg/Co2e
	Transitioning away from fossil fuel plant and equipment as alternatives become available	Acquisition/Design, Operations, Maintenance, Renewal	Kg/Co2e
Greening Sydney	Contribute to greening in the City of Sydney through maintenance of rain gardens	Construction, Maintenance, renewals.	% of raingardens with healthy vegetation
	Ensure trees and vegetation are protected during works	Construction, Operations, maintenance	Non-compliance reporting
Water Stewardship	Install and maintain infrastructure to capture and reuse stormwater	Acquisition/Design, Operations, Maintenance, Renewal	As above

Community Asset Management Plan 2025

Theme	Environmental asset management activity	Relevant asset lifecycle activity	Activity measure (if applicable)
	Install and maintain litter, sediment management and water pollution avoidance/reduction structures	Acquisition/Design, Renewal	Litter and sediment captured by GPTs in tonnes per annum
	Use of non-portable or recycled water (storm catchment)	Construction, Operations, Maintenance	Ltr per/year
Restoration of Natural Environments	Specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources	Acquisition/Design, Renewal	% of recycled material used
	Waste materials are collected, sorted, and returned to productive re-use	Construction, Operations	% material re-use
	Managing and remediating contaminated land	Acquisition/Design, Operations, Maintenance, Renewal	Non-compliance reporting

Technical Levels of Service

Asset Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
Drainage	Acquisition	To upgrade and expand the stormwater drainage network to ensure it is safe, fit-for-purpose and meets the needs of the community	Completion of identified upgrades and new projects through renewal program and major projects	On going implementation of capital upgrade and expansion through Major Projects	Upgrade and new projects aligned to strategic objectives are included in LTFP and annual capital programming
	Operation	Drainage cleaning to ensure pipes and pits are clean and free from debris to remain operable	Frequency of pipe cleaning and inspections	Reactive clearing of pipes & pits as required.	Proactive inspection and clearing of pipes and pits as required
		Condition Audit to collect condition data to inform capital renewal planning and revaluations	CCTV inspection of the Stormwater network	Every 10 years	Maintain average condition at satisfactory
		Street sweeping to reduce blockage	Frequency of street sweeping	As per current street sweeping schedule	Increase frequency for high-risk streets
Maintenance	Maintenance	Maintenance inspections to identify maintenance defects proactively	Frequency of maintenance inspections	As per current maintenance inspection regime	Maintain performance
		Maintenance activities to ensure drainage network is maintained in a serviceable condition and remain operable and free of defects	Completion of planned and reactive maintenance	Mostly reactive within the available budget	More planned and proactive maintenance approach for maintenance activities.

Community Asset Management Plan 2025

Asset Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
Renewal	Renewal	To ensure customer requests related to drainage issues are attended within the agreed time frame	Monitoring number of customer request completed within the agreed timeframe.	Reactive inspections within 72 hours, cleaning and repair works in the drainage system within 7 days or as determined by staff.	Reactive inspections with same frequency, cleaning and repair works in the drainage system as required.
		Adequate funding for assets renewals	Asset renewal funding ratio	100%	Response to CSM request within 72 hours.
	Disposal	Asset Disposal ensure that underperforming or underutilized assets are disposed	Disposal of assets	As identified and through renewal program	Major asset disposal s are identified and planned
Water Quality	Acquisition	To construct new assets to meet Sydney 2030 Water Quality pollution reduction targets	MUSIC modelling used to estimate targets performance	Current budget allows for 5 medium sized GPT and 9 large sized GPT by 2030.	Maintain current
		New assets to meet impact of population growth (currently projected at 1.07% per year).	Implementation of planning controls	Implementation of DCP Water Treatment controls	Implementation of DCP water treatment controls
	Operation	GPTs are emptied. The collected rubbish is removed and not allowed to re-enter the drainage.	GPT are emptied according to the cleaning schedule.	Current cleaning schedule adequate and meeting required LOS	Maintain current operational level of service

Community Asset Management Plan 2025

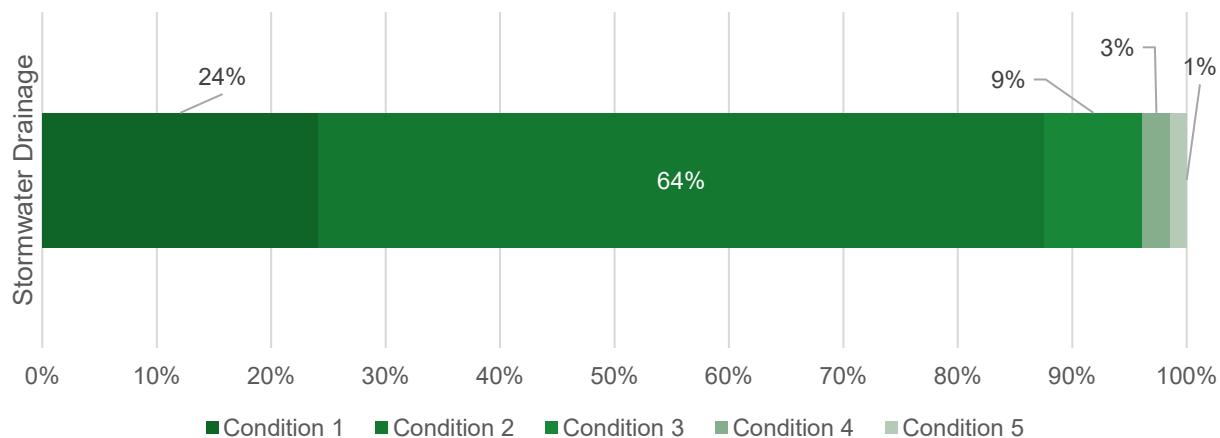
Asset Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
GPT	Condition Audit	Condition Audit to collect condition data to inform capital renewal planning and revaluations	Specialist inspection of GPT network	Every 5 years	Every 5 years
	Maintenance	GPT are inspected during cleaning to report any defects, maintenance issues	Defects / maintenance issue are identified in the regular servicing.	Current reporting arrangement meets the operational needs	Maintain current arrangement
	Operation	Ensure that the GPT are properly maintained and kept in good working order	Repairs to existing GPT are completed in a timely manner	100% completion of identified maintenance activities	Maintain current
Renewal		To avoid service disruption, ensure that assets at the end of their useful life are replaced with new assets of equal or higher performance.	Assets identified as needing renewal are renewed in a timely manner	100% renewal needs are addressed	Maintain current
Disposal		Asset Disposal ensure that underperforming or underutilized assets are disposed	Disposal of asset	Disposal through current program of work	Maintain current

Current Asset Condition Ratings

Current Asset Condition

The condition charts below show the overall condition of pits and pipes in the completed collection area. The completed collection area represents about 70% of the network and this continues to increase annually. Variability in the condition assessment from year to year will occur as the assessment sample size increases and the continuing analysis of CCTV footage. The City has included all pipes in the sample area in condition 4 or 5 in the priority renewal works schedule.

The chart below shows the distribution of asset condition ratings of the stormwater drainage assets, as a percentage of the gross replacement cost.



Lifecycle Cost

The table below shows the trend in the last five years in asset expenditure for the stormwater drainage network. Operational and maintenance expenditure is obtained from the Business Unit operational actuals and the renewal, upgrade and new expenditure from the financial reports. The five year average is the basis for the long-term lifecycle costs.

Year	Operating/ Maintenance	Renewal	Upgrade	Expansion
2019/20	2,489	1,430	441	321
2020/21	1,938	3,302	1,146	331
2021/22	1,914	2,676	1,332	1,695
2022/23	2,032	2,657	1,004	530
2023/24	1,701	4,598	1,150	0
5 Year Average	2,015	2,933	1,015	575

Figures shown in \$000

Maintenance, Renewal and Upgrade costs

This table shows an excerpt of the Report on Infrastructure Assets as at 30 June 2024 in accordance with the Office of Local Government Code of Accounting Practice and Financial reporting. It shows the estimates to bring the road assets to a satisfactory standard as described in the 'Estimate of Cost to bring asset to satisfactory condition' section of this report.

Asset Class	Asset Category	Estimated Cost to bring assets to satisfactory standard**	Estimated Cost to bring to the agreed service set by Council ##	2023/24 Required Maintenance	2023/24 Actual Maintenance
Stormwater Drainage	Stormwater Drainage	5,401	5,401	3,138	1,701

Figures shown in \$000

** As per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better.

- reflects the estimated cost to restore all assets assessed to be at a condition below Council's minimum service levels. These standards (i.e. target conditions) reflect the strategy of maximising the consumption of the assets' service potential before renewal works are undertaken.

The City's general definition of agreed level of service is that any asset that has reached a Condition 4 – Poor or Condition 5 – Very Poor should be renewed as a matter of priority.

Asset Valuations

Listed below are the current replacement cost and written down values (depreciated value).

Asset Type	Current Replacement Cost	Written Down Value
Pipes / Channel / Culverts	359,070	246,192
Pits	156,471	111,383
GPTs / Raingardens	33,881	25,031
Total	549,421	382,607

Figures shown in \$000

Environmental Sustainment and Resilience

Transitioning to Environmentally Sustainable Assets

The City of Sydney has an integrated strategic approach to environmental sustainability, with goals and actions set out in our Community Strategic Plan cascading into strategies and plans.

The following asset management activities are core to environmental sustainability in stormwater assets and support the achievement of our goals. The biggest opportunity for our stormwater assets is in improving water quality and specifying reduced embodied carbon and circular materials.

Theme	Core Asset Management Activities
Climate Action	<ul style="list-style-type: none"> reducing embodied carbon through material and design specifications transitioning away from fossil fuel plant and equipment as viable alternatives become available
Greening Sydney	<ul style="list-style-type: none"> contribute to greening in the City of Sydney through maintenance of rain gardens ensure trees and vegetation are protected during works
Water Stewardship	<ul style="list-style-type: none"> install and maintain infrastructure to capture and reuse stormwater install and maintain litter, sediment management and water pollution avoidance/reduction structures consideration of water use during works
Restoration of natural environments	<ul style="list-style-type: none"> specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources waste materials are collected, sorted and returned to productive re-use managing and remediating contaminated land

There is no energy use or operational carbon emissions associated with stormwater assets.

Materials Use

The Sydney Streets Technical Specification allows for the following materials and methods within the stormwater network:

- Lower embodied carbon concrete in cast in-situ components such as pits, through methods such as substituting fly ash and blast furnace slag for high embodied carbon cement.
- Crushed recycled glass in pipe embedment works as a substitute for virgin sands.
- Using recycled aggregate in civil works.

Currently there is no dedicated data on recycled content or embodied emissions for stormwater assets.

Water Quality

The City of Sydney owns 80% of the stormwater network that drains from within the Local Government Area into Sydney Harbour or Alexandra Canal. Accordingly, we have opportunities to integrate water quality improvement assets into the network through asset management planning. Construction and maintenance of gross pollutant traps and vegetated drainage assets (including raingardens) helps with reducing litter, solids and nutrients entering these waterways.

We undertake other actions to prevent pollutants entering the public drainage system including waste collection, street sweeping and the implementation of development controls to manage the quality of water released from private developments.

Concluding Remarks

The City has allocated considerable funds for both renewing and expanding its drainage infrastructure over the next 10 years. A substantial portion of these funds is designated for upgrading the network in alignment with floodplain risk plans and the Model for Urban Stormwater Improvement Conceptualisation (MUSIC) modelling. Renewal works will also be required in the near term with the discovery of poor and very poor pipes via CCTV inspections.

The City recognises renewal and expansion of stormwater drainage infrastructure is an important priority. Additional funds are being allocated to resolve flooding and water quality problems.

The estimates suggest that the City has budgeted to renew its drainage assets at a sustainable pace. It is actively meeting both the renewal requirements and the Special Schedule – Report on Infrastructure Assets, in line with the performance measures set by the Office of Local Government.

Parks and Greening

Background

The City's parks, open spaces and trees are some of the community's most loved assets with hundreds of thousands of residents and visitors utilising the parks daily. The size of the park and open space network is approximately 215.7 hectares throughout the local government area, providing both active and passive places for the use and enjoyment of communities.

The City is also responsible for the care, control and management of many Crown Reserves, including Hyde Park, Victoria Park, Prince Alfred Park and Bicentennial Park.

The City's tree population consists of over 50,000 trees, located throughout the streets, parks and open spaces and City properties.

Parks and Open Spaces – Considerations

Since 2009, there has been an increase of 30.8ha (16%) of open space managed by the City. The recent additions include Wimbo Park, Butterscotch Park, Honeykiss Park, Getiela Sports Field, the Drying Green and Gunyama Park. While these parks and open spaces are already constructed, the ongoing maintenance will add to the City's asset management responsibilities.

Negotiations also continue for the handover to the City of a number of significant parks and open spaces from the NSW Government. The ongoing maintenance requirements of these assets will also add to the City's asset management responsibilities.

As the park network area grows, it will impact on resourcing and ongoing maintenance and renewal activities.

Many of the key urban renewal areas, in particular the Green Square Urban Renewal Project will create large additional parks and open spaces, adding to future renewal and maintenance requirements. Gunyama Park and nearby Aquatic and Recreation Centre are examples. Major refurbishments of Eddie Ward Park, Green Park, Hyde Park, Belmore Park, Alexandria Park and Waterloo Park are planned in the medium to long term and are included in the Long Term Financial Plan.

There is a continual increase in the number of street trees, streetscapes and traffic treatments being developed as part of the Greening Sydney program, cycleway, and various other road and footpath renewal programs. Additional assets and technologies are being developed to manage storm water harvesting. Resourcing to support, manage, and maintain these assets will be required in future years.

Playground equipment, softfall, shade sails and associated assets require replacement and minor upgrade works to ensure that playgrounds remain safe and fit for use, minimising risk to the City and providing increased amenity for children and their carers. The program for replacement of playgrounds is determined based on advice from an external playground assessor itemising the remaining useful life for each playground.

Major community events in parks and open spaces place considerable stress on the parks that can result in expensive repair programs. Assessment of these events and their impact on service levels is ongoing.

Parks rated with a condition score of 4 or 5 are incorporated into the planning of the Annual Works Program and Long Term Financial Plan. Certain parks are earmarked in the Long Term Financial Plan, while others receive attention through the allocation of temporary renewal funds.

Trees – Considerations

The extensive urban renewal projects across the local government area, including Green Square and the Ashmore Precinct, include new streetscapes and street tree assets. Best practice design and construction is being applied, with the trees now in highly engineered environments.

Major upgrade of tree related projects planned in the next 5 to 10 years include the implementation of the following:

- Greening Sydney Strategy – with targets to increase canopy cover
- The Urban Forest Strategy
- Street Tree Master Plan
- Cycleway and public domain project installation/upgrades
- Hyde Park, Central Avenue tree replacement program.

Unlike engineered assets, the tree asset network does not have an upgrade component, only maintenance, renewal or expansion, with the timeframe for tree replacements difficult to predict with certainty. The life span of trees varies according to the species, location and local environmental factors. As such there is no formal renewal plan, but a provisional amount for the replacement of 700 trees annually based on current practices and trends, together with new tree allocation in the Long Term Financial Plan. Projects to increase tree planting in our parks and streets, particularly in road tree planting, are planned to increase in scale over the coming years to ensure the canopy cover targets are achieved.

The ongoing improvement to the tree asset condition and maintenance data should permit the development of more structured renewal plan. This would assist with the City's urban forest co-ordination, to enable enhanced asset turnover.

The City is enabling the improved management through implementation of tree management condition assessment and maintenance activities using a mobile application and using that data to create advanced models and reporting dashboards.

Asset Inventory

The table below shows the range, extent and asset replacement cost for the parks and open space and tree assets together with related assets. These includes all parks owned by the City.

Asset Category	Description	Quantity	Area (Ha)	Replacement Value (\$M)
Iconic	Parks that are of cultural and historical significance, or of a significant size or prominent location. These parks have a high visitation from the community and visitors e.g. Hyde Park.	24	111.6	397.9
Neighbourhood	Larger parks within villages and suburbs that have high visitation and have increased levels of amenity and infrastructure. These include facilities such as sports fields with playgrounds and toilets e.g. Alexandria Park.	48	29	175.9
Pocket Park	Local parks or street closures, generally small in size that provides	298	32.7	153.3

Community Asset Management Plan 2025

Asset Category	Description	Quantity	Area (Ha)	Replacement Value (\$M)
	informal recreational areas serving surrounding residents. Some limited facilities may be provided e.g. Millard Reserve.			
Street Greening	Landscaped areas within the road reserve in particular on footpaths, nature strips, roundabouts and traffic blisters	1,914	23.2	46.6
Sports Fields	Areas of landscaped turf purposed for club and professional sport games and training.	17	14.7	45.2
	Total	1541	211.2	818.9

TREES

Park	Contained within parks and open spaces	14,001	59.5
Street	Contained in the road reserve and footpaths	34,787	112.1
Property	Contained within Council properties like Childcare, Community Centres	687	2.4
Tree Grates	Metallic grating installed at the pavement level around a tree	863	3.4
	Total	50,338	177.4

Levels of Service

The table below shows some important community levels of service used by Business Units to gauge community satisfaction. The major review of the service levels, including inspection frequency, intervention levels and response times for parks was last completed in 2019. The City endeavours to continue to review and refine on an ongoing basis.

Current – Parks Levels of Service

Target and current levels of service for parks and trees are provided below.

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
Quality	Provide quality parks and open spaces for the use of the community	Customer satisfaction surveys and	An overall satisfaction rating >8 in the customer surveys	Achieved

Community Asset Management Plan 2025

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
		customer requests		
Function	To provide a diverse range of parks and open spaces within the City which ensure that user requirements are met	Customer satisfaction surveys	An overall satisfaction rating >8	Achieved
Safety	To provide a safe and hazard free environment	Reported accidents and incidents and claims	Dangerous hazards or public safety matters responded to & made safe within 24 hrs	Achieved
Responsiveness	Speed of responsiveness to public enquiry's and request	Timeframes outlined in completing customer service requests	>95% of customer requests completed within timeframes	Achieved
Environment	Ensure the City achieves the target of reducing emissions by 2025	Monitoring and reporting of targets through the SMART platform	Reduce operational emissions by 80 per cent by 2025 from the 2006 baseline	74.5 per cent reduction against baseline
Environment	Ensure the City achieves the resource recovery of waste from City managed parks, street and public places	Monitoring and reporting of targets through the SMART platform	50 per cent resource recovery of waste from City managed properties by end June 2025	Achieved
Environment	Zero increase in potable water use annually from 2006 baseline	Monitoring and reporting of targets through the SMART platform	Zero increase in potable water use annually until 2025 from 2006 baseline	Achieved
Environment	Ensure the City achieves resource recovery of construction and demolition waste generated and managed by City operations	Monitoring and reporting of targets through the SMART platform	90 per cent recovery of construction and demolition waste generated and managed by City operations by June 2025	Achieved

Current – Tree Management Levels of Service

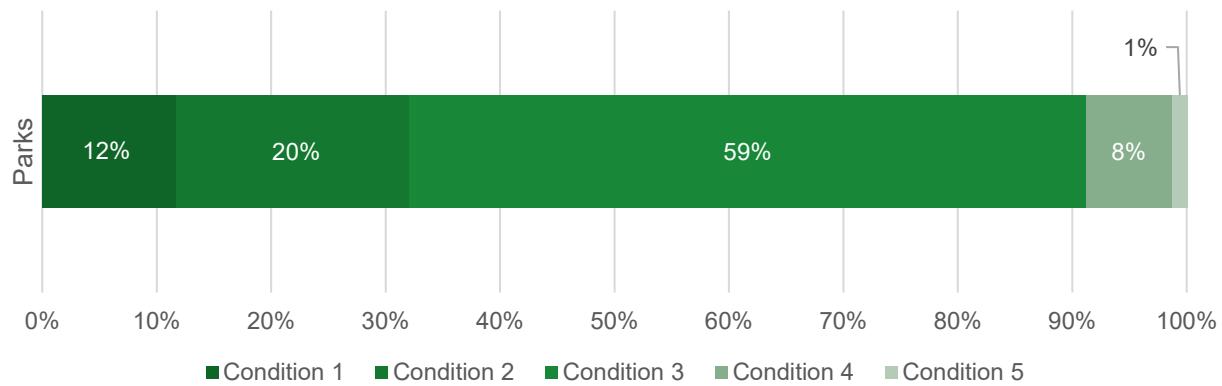
Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
Function	To improve the environmental, social and financial benefits that trees provide to the community Providing trees of suitable species and condition that achieves benefits	Urban Forest Strategy, Street Tree Master Plan, Tree Species List, and Park Tree Management Plans guide species selection and planting criteria.	Increase in canopy cover, health and overall longevity of tree population	Achieved/ Ongoing measure
Safety	To provide a safe and hazard free environment	Trees inspected annually. Reported accidents and incidents and claims	Dangerous hazards or public safety matters are responded to and made safe within 2 hrs	Achieved
Responsiveness	To provide proactive, responsive service that promotes tree health and longevity and minimises ongoing maintenance requirements	Timeframes outlined in completing customer service requests	>95% of customer requests completed on time. Respond to customer request within 48 hours, complete works required within 14 days	Achieved

Current Asset Condition Ratings

Current Asset Condition: Parks

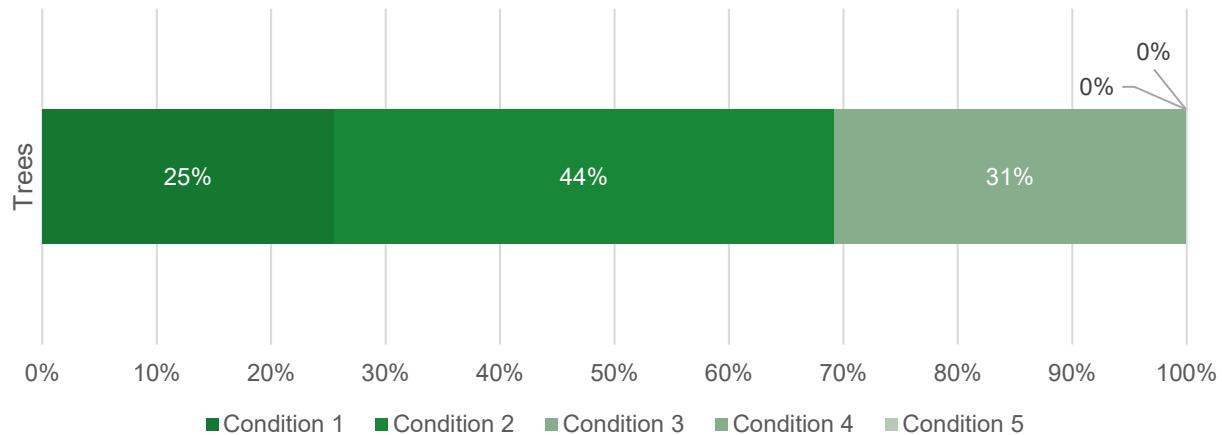
The chart below shows the asset condition ratings of parks and greening assets, as a percentage of the gross replacement cost. The difficulty in assessing parks for conditions due to the change in weather patterns can show variability in condition over the short term.

Community Asset Management Plan 2025



Current Asset Condition: Trees

The chart below shows the asset condition ratings of all trees in the City of Sydney. All street trees, park trees and trees within City properties are now in one dataset in the corporate asset management system and their conditions are being assessed in the same way. As these are living assets, these conditions are more of an indication of health.



Below are photographs that demonstrate the condition of Parks and Tree assets.

Condition	Parks	Trees
Condition 1 Very Good		
Condition 4 Poor		

Lifecycle Costs

The table below shows the trend for the last 5 years of infrastructure expenditure for the parks and open spaces and tree network. Operational and maintenance expenditure is obtained from the internal unit operational budgets and the renewal, upgrade and new expenditure from the capital work program.

Parks

Year	Operating/ Maintenance	Renewal	Upgrade	Expansion
2019/20	16,321	10,967	1,951	13,904
2020/21	19,326	12,068	2,773	18,390
2021/22	19,647	7,762	4,101	9,588
2022/23	21,278	10,509	4,688	6,746
2023/24	23,036	16,013	11,681	8,056
5 Year Average	19,922	11,464	5,039	11,337

Figures shown in \$000



Figure 8. Image: City Farm, Sydney Park, St Peters

Community Asset Management Plan 2025

Tree Management

Year	Operating/ Maintenance	Renewal	Upgrade/Expansion
2019/20	8,757	1,416	1,212
2020/21	8,987	617	800
2021/22	9,190	1,456	758
2022/23	9,411	1,661	666
2023/24	10,013	642	1,927
5 Year Average	9,272	1,158	1,073

Figures shown in \$000

The costing of some tree maintenance activities is combined with general park maintenance activities. Capital Upgrade and Capital Expansion for Trees is combined – both refer to new trees in this category.

Maintenance, Renewal and Upgrade costs

This table shows the Report on Infrastructure Assets as at 30 June 2024 in accordance with the Office of Local Government of Accounting Practice and Financial Reporting. It shows the estimates to bring the open space assets to a satisfactory standard as described in the 'Estimate of Cost to bring asset to satisfactory condition' section of this report.

Asset Class	Asset Category	Estimated Cost to bring assets to satisfactory standard**	Estimated Cost to bring to the agreed service set by Council ##	2023/24 Required Maintenance	2023/24 Actual Maintenance
Open space & Recreational assets	Open Space	19,539	36,179	22,215	23,036

** As per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better. These cost assessments remain highly subjective as in previous years

- reflects the estimated cost to restore all assets assessed to be at a condition beneath Council's minimum service levels. These standards (i.e. target conditions) reflect the strategy of maximising the consumption of the assets' service potential before renewal works are undertaken.

The City's general definition of agreed level of service is that any asset that has reached a Condition 4 – Poor or Condition 5 – Very Poor should be renewed as a matter of priority.

Asset Valuations

Listed below are the current replacement cost and written down values (depreciated value).

Asset Type	Current Replacement Cost	Written Down Value
Parks and Open Spaces	818,894	326,925
Park Trees	59,544	59,544
Street Trees	117,821	117,821
Total	996,259	504,290

Figures shown in \$000

* For the purposes of financial reporting, trees are not depreciated but in order to determine the lifecycle requirements, a notional consumption based on a typical life of trees are used.

Environmental Sustainment and Resilience

Transitioning to Environmentally Sustainable Assets

The City of Sydney has an integrated strategic approach to environmental sustainability, with goals and actions set out in our community strategic plan cascading into strategies and plans.

The following asset management activities are core to environmental sustainability in parks assets and support the City to achieve its goals. The biggest opportunity for our parks is in water use, urban greening, regeneration and biodiversity.

Theme	Core Asset Management Activities
Climate Action	<ul style="list-style-type: none"> reducing urban heat impacts: providing shade and passive cooling, specifying surfaces that reflect light transitioning away from fossil fuel plant and equipment as viable alternatives become available reducing embodied carbon through material and design specifications
Greening Sydney	<ul style="list-style-type: none"> plant choices consider changing climate conditions increase greening through park and streetscape design and operation ensure trees and vegetation are protected during works
Water Stewardship	<ul style="list-style-type: none"> install, use, and maintain water capture and reuse infrastructure consideration of efficient water use for parks operations install low water use plants, use mulch and undertake soil improvements to hold soil moisture to reduce irrigation requirements

Theme	Core Asset Management Activities
	<ul style="list-style-type: none"> • optimise water consumption via use of smart water meters and irrigation systems, with weather and soil condition monitoring where available • use of permeable surfaces to allow water to soak into the landscape following rain events
Restoration of natural environments	<ul style="list-style-type: none"> • identify opportunities for native vegetation regeneration and native wildlife habitat • waste materials are collected, sorted and returned to productive re-use • managing and remediating contaminated land • ensuring any risk of pollution entering air, soil or water from city parks is properly managed

Water Use

Parks assets use water to maintain the health of vegetation. Parks operations activities to deliver levels of service can affect water use and nutrient load in local waterways.

The City of Sydney maintains 20 park-scale water harvesting systems to reduce reliance on potable water, and as a drought risk mitigation strategy.

Operational planning, smart irrigation systems and smart meters are used by the parks service to monitor, control, and optimise parks water use, by responding to weather conditions, detecting leaks for rectification, and identifying water efficiency opportunities.

A water use forecast has not been developed, as usage is a function of park utilization, rainfall and leaks.

Year	Actuals			
	2020/21	2021/22	2022/23	2023/24
Parks assets water use (ML)	120	99	114	112

Greening and Biodiversity

Parks, open space and tree assets provide critical green infrastructure and habitat in Australia's most dense urban environment. Forecast climate conditions will affect these assets. Decisions made now will help to reduce the risk for future asset loss, especially for long lived assets such as trees. The City of Sydney's Urban Forest Strategy, supported by the Tree Species List and Street Tree Master Plan addresses this risk through research informed guidance including the identification of species that will thrive under the changing climate conditions.

The City's tree management contract ensures qualified arborists maintain the health of our 50,000 street and park trees. This comprehensive program focuses on increasing canopy cover, including procedures to assist new trees to quickly establish and provide much needed canopy cover.

The City maintains 15 hectares of bush restoration land. These areas provide habitat for various plants and animals, securing biodiversity. Qualified bush regenerators work in partnership with City staff to establish new areas, create habitat, improve plant growth and manage weeds. Data from citizen science programs that identify local species are used to tailor projects to protect and enhance habitats.

Operational Carbon Emissions and Energy Use

The City of Sydney's parks and open space assets use energy for parks amenities buildings and park lighting. Since July 2020 all operational electricity is 100% renewable, either through onsite Solar PV or through the direct purchase of renewable electricity from a wind and two solar farms. There is no gas use associated with the operation of parks and open space. Therefore, there are zero emissions associated with this asset class. This is expected to be maintained over the period covered by the Environmental Strategy 2021-2025.

Emissions associated with fleet and contractor fuel use, and waste generation are included in the City's carbon reporting, we cannot reliably attribute these emissions to activities in parks.

The City of Sydney models the impact of planned projects on our future emissions. It also tracks the effect of energy efficiency projects which will continue to be delivered as a core tactic for our ambition to be a net-zero organisation.

The forecast predicts that electricity consumption will remain steady in the period covered by the Environmental Strategy. There is a slight increase expected towards the end of the reporting period due to increased open space across the local area, including Perry Park Sports Field and the new Crescent Synthetic Sports Field.

Year	Actuals				Forecast
	2020/21	2021/22	2022/23	2023/24	2024/25
Electricity consumption (MWh)	1,798	1,798	1,814	1,800	1,900

Concluding Remarks

The City is allocating sufficient funding to provide for the maintenance of parks infrastructure, with significant amounts being allocated to renewing and upgrading the parks and trees.

The City is managing the assets effectively and addressing the maintenance and renewal requirements and Special Schedule - Report on Infrastructure Assets cost to satisfactory requirements consistent with the Office of Local Government performance measures.

The Greening Sydney Strategy commitments will expand the tree canopy and increase the total amount of trees in the city. This has been accounted for in the medium to long term.

Buildings

Background

The City's urban landscape is heavily reliant on its architectural assets to deliver services to its residents, corporate entities, and commercial lessees. The city's portfolio of assets encompasses a wide variety of property types, including indoor and outdoor aquatic facilities, libraries, operational depots, public restrooms, commercial real estate, and community spaces, with the renowned Sydney Town Hall being a notable example.

These structures are subject to considerable wear and tear. Regular inspections, continuous risk evaluations, compliance procedures, and condition assessments are conducted to aid city officials in making informed decisions regarding reactive and planned maintenance needs, capital expenditure forecasts, and long-term property strategy alternatives.

The city's portfolio is currently divided into two distinct categories: community and commercial. The necessary expenditure on the City's building renewal program will fluctuate annually and will be influenced by:

- Health and safety risk assessments
- The age of the assets
- The condition of the asset components
- Budget priorities
- Capacity constraints to deliver services
- On-going maintenance demand
- Changes to service requirements
- The nature of the asset and its heritage and cultural significance.

The Green Square Urban Renewal Project has led to a significant population surge and a corresponding increase in demand for new community facilities and local services. The City has recently completed new facilities in this area, including the Gunyama Park Aquatic Centre and the Green Square Creative Centre.

Timing and funding for new and expanded/upgraded facilities will influence budget allocations and potential development contributions, and this will be reflected annually within the Long Term Financial Plan.

Assessing the condition of building assets is often a complex task, as they comprise numerous building components, often in varying states of condition. The City has established condition targets for buildings that reflect property strategy requirements. In some instances, a building may have a poor or very poor condition rating and will be included as part of a major future redevelopment plan for the site, or the site may be closed.

The City currently has external property services providers for facilities management, and property management. The facilities management contract includes building asset, condition and maintenance data collection for the entire portfolio which will inform how the City can improve property services and asset use.

Asset Inventory

The table below shows the description and quantity for the building assets.

Asset Type	Description	Quantity
Community Portfolio	Cost effective fit for purpose accommodation enabling the provision of services into the Community. Buildings include depots, community halls, childcare centres, libraries, public toilets, Town Halls, indoor and outdoor aquatic centres, recreational facilities etc	204
Commercial Portfolio	Buildings owned or utilised by the City for commercial or business purposes	73
Total		277

The total number of buildings includes buildings owned and managed by the City, buildings managed by third parties e.g. Queen Victoria Building, Capitol Theatre, Capitol Square (Watkins Terrace), Manning Building or leased by the City.

Levels of Service

The table below shows key target and current levels of service. The service levels have been reviewed and updated in 2024.

Current Levels of Service

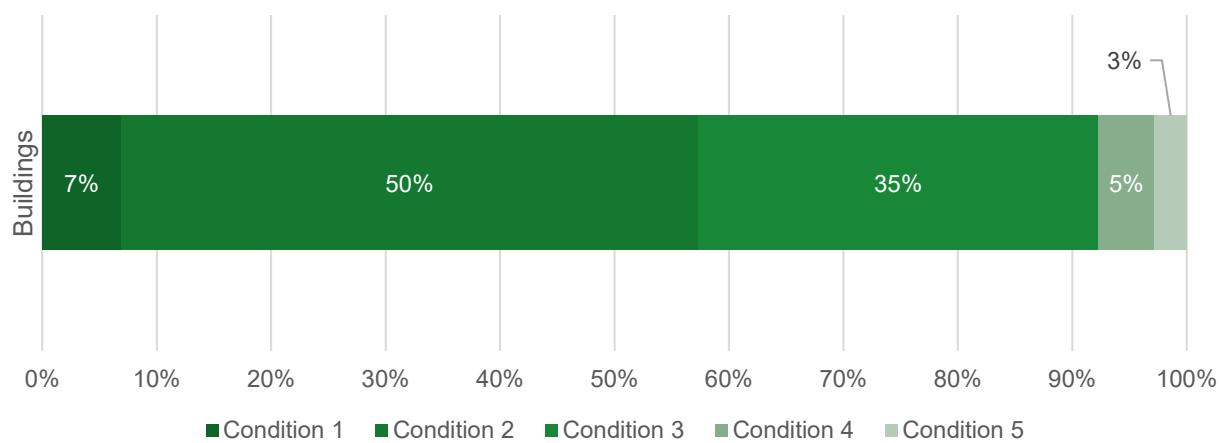
Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
Function	Ensure each building has met compliance obligations	Conducting regular maintenance and annual property inspections	Independent annual certification	Achieved
Safety	Minimise significant risks to the public, staff and contractor	Regular Property inspections	Reported monthly Audited annually	Achieved
Quality	Ensure each building is presented and maintained in an acceptable condition	Register of annual property inspections	Target Condition Index set building by building	Current average condition is satisfactory levels, at 2.5
Environment	Ensure the City achieves the target of reducing emissions	Monitoring and reporting of targets through the SMART platform	Achieve reducing operational emissions by 80 per cent by 2025 from the 2006 baseline	79% reduction against baseline

Community Asset Management Plan 2025

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
	Ensure the City achieves the potable water use target	Monitoring and reporting of targets through the SMART platform	Zero increase in potable water use by end June 2025 from 2006 baseline.	Achieved
	Ensure the City achieves resource recovery targets for operational waste and recycling	Monitoring and reporting of targets through the SMART platform	90 per cent diversion from landfill, with 50 per cent source separated recycling, from City-managed properties by end June 2025	Achieved
	Ensure the City achieves the resource recovery targets for construction and demolition waste generated and managed by City operations	Monitoring and reporting of targets through the SMART platform	90 per cent recovery of construction and demolition waste generated and managed by City operations by June 2025	Achieved

Current Asset Condition Ratings

The chart below shows the distribution of asset condition ratings of the City's building assets, as a percentage of the gross replacement cost.



Condition 1 – Very Good



Condition 5 – Very Poor

Lifecycle Costs

The table below shows the trend in the last five years in infrastructure expenditure for the buildings assets portfolio. Operational and maintenance expenditure is obtained from the Business Unit operational budgets and the renewal, upgrade and new expenditure from the capital work program reports. The 5-year average is the basis for the long-term lifecycle costs.

Year	Operating/ Maintenance	Renewal	Upgrade/Expansion
2019/20	39,501	8,398	43,983
2020/21	36,196	14,955	26,897
2021/22	39,964	17,301	11,559
2022/23	46,743	24,182	15,889

Year	Operating/ Maintenance	Renewal	Upgrade/Expansion
2023/24	50,008	27,848	16,494
5 Year Average	42,482	18,537	22,964

Figures shown in \$000

Maintenance, Renewal and Upgrade costs

This table shows the *Report on Infrastructure Assets* as at 30 June 2024 in accordance with the Office of Local Government Code of Accounting Practice and Financial Reporting. It shows the estimates to bring the buildings assets to a satisfactory standard as described in the 'Estimate of Cost to bring asset to satisfactory condition' section of this report.

Asset Class	Asset Category	Estimated Cost to bring assets to satisfactory standard**	Estimated Cost to bring to the agreed service set by Council ##	2023/24 Required Maintenance	2023/24 Actual Maintenance
Buildings	Non Specialised	25,138	40,790	49,152	46,890
	Specialised	6,779	7,719	2,932	3,117

Figures shown in \$000

** As per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better. These cost assessments remain highly subjective as in previous years

- reflects the estimated cost to restore all assets assessed that are at a poorer condition than Council's set minimum service levels. These standards (i.e. target conditions) reflect the strategy of maximising the consumption of the assets' service potential before renewal works are undertaken.

The City sets a Target or Minimum asset condition for each building in the portfolio. These are reflective of the current strategy for the building, in some cases a building will have a poor condition rating as the target because it is identified for upgrade or closed. The City's general definition of agreed level of service for Property is the cost to reach the condition Target for that building.

Asset Valuations

Listed below are the current replacement, written down value (depreciated value) and current insurance replacement value.

Asset Type	Current Replacement Cost	Written Down Value	Current Insurance Replacement Value
All Building Portfolios	\$2,200.0	\$1,775.9	2,360
Sydney Town Hall	\$664.4	\$449.3	685.2

Asset Type	Current Replacement Cost	Written Down Value	Current Insurance Replacement Value
Total	\$2,864.4	\$2,225.3	3,048

All figures are \$M

Other valuation methods are used within this category of assets.

Financial accounting valuation – this is based on a mix of market value (where available) and replacement (where market not available). The gross replacement values are disclosed in Special Schedule 7. The financial statements recognise assets leased to or by the City in some instances, for example, Queen Victoria Building, over which the City does not have day to day maintenance control.

Current replacement value (insurance value) for the entire portfolio – this represents the actual cost incurred if the buildings under the City's control needed to be replaced as a whole and is generally what the property is insured for.

Environmental Sustainment and Resilience

Transitioning to Environmentally Sustainable Assets

The City of Sydney has an integrated strategic approach to environmental sustainability, with goals and actions set out in our Community Strategic Plan cascading into strategies and plans.

The following asset management activities are core to environmental sustainability in Property assets and support the City to achieve its goals. The biggest opportunity for our properties is in energy use and electrification, water use and resource recovery.

Theme	Core Asset Management Activities
Climate Action	<ul style="list-style-type: none"> ensuring appliances, plant and equipment are as energy efficient as possible. Use building management systems, passive heating and cooling to reduce energy consumption electrify equipment that currently uses gas, transitioning away from other fossil fuel using plant and equipment as viable alternatives become available install renewable energy generation equipment reducing embodied carbon through material and design specifications
Greening Sydney	<ul style="list-style-type: none"> increase greening through landscaping design ensure trees and vegetation are protected during works
Water Stewardship	<ul style="list-style-type: none"> install, use, and maintain water capture and reuse infrastructure install water meters to monitor use and identify leaks ensuring appliances, plant and equipment are as water efficient as possible consideration of water use during construction works

Restoration of natural environments

- waste materials are collected, sorted and returned to productive re-use.
- specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources
- managing and remediating contaminated land
- ensuring any risk of pollution entering air, soil or water from city properties and activities is properly managed

Operational Carbon Emissions and Energy Use

Operational energy use in the City of Sydney's property portfolio includes electricity use in all buildings and gas to heat pools. Since July 2020 all operational electricity is 100% renewable, either through onsite Solar PV or through the direct purchase of renewable electricity from a wind and two solar farms. Therefore, there are zero emissions associated with electricity from this asset class. The use of gas in properties, and refrigerants in air-conditioning systems contributes to the City's operational emissions.

The City of Sydney models the impact of planned projects and property portfolio changes on our future emissions and changes in energy use as a core tactic for our ambition to be a net-zero organisation.

The forecast predicts that emissions associated with this asset class will decline over the period covered by our Environment Strategy, despite an increase in the total number of properties owned by the City of Sydney. None of the additional properties will use gas, and all additional electricity use will be emissions free due to our 100% renewable electricity contract.

Electricity consumption increased in 2023/24 as a result of electrification projects, such as converting equipment that heat aquatic centres. Despite increased electricity consumption, electrification projects have an overall benefit as they reduce gas consumption and thus reduce our carbon emissions.

Our certified carbon neutral status will be maintained each year through the purchase of verified offsets for those net emissions we cannot eliminate, as we have since 2007.

The table below shows the change in electricity and gas use and change in carbon emissions for the reporting years of the Environment Strategy.

Year	Actuals				Forecast
	2020/21	2021/22	2022/23	2023/24	2024/25
Electricity consumption (MWh)	15,667	15,946	18,662	20,282	20,200
Gas consumption (GJ)	87,464	79,422	88,601	70,448	64,500
Total carbon emissions tCO2-e	6,486	6,112	6,286	5,177	4,250

Emissions associated with fleet and contractor fuel use, and waste generation are included in the City's carbon reporting, however we are not able to reliably attribute these emissions to properties activities.

Water Use

Property assets' water use includes the water for our aquatic centres, and water use by occupants of the buildings. The City uses smart meters to identify leaks and water efficiency opportunities. The increase in 2022/23 was due to the opening of a new aquatic centre, Gunyama Park.

A water use forecast has not been developed, as use is a function of building occupancy and leaks.

Year	Actuals			
	2020/21	2021/22	2022/23	2023/24
Property assets water use (ML)	215	193	293	253

Resource Recovery

Property assets provide source separation options for building occupants as a core tactic to reduce waste to landfill and increase recycling rates. Town Hall House, Eveleigh Early Learning and Preschool and Ultimo Community Centre have on-site organic waste processing equipment. The output from this equipment is used in City parks.

Data from the property asset's waste collection contractor aligns with good practice reporting, through the Better Building Partnership's guidelines for operational waste. This enables the City of Sydney to identify opportunities to improve resource recovery.

The management of construction and demolition waste in line with the City's resource recovery targets is included in all construction contracts.

Year	Actuals			
	2020/21	2021/22	2022/23	2023/24
Operational waste diverted from landfill	92%	93%	90%	92%
Source separated operational waste	52%	54%	51%	49%
Construction and demolition recycling rate – building construction	93%	88%	94%	85%

Concluding Remarks

The City is allocating sufficient funding to provide for the renewal of the building assets, with significant amounts being allocated to renewing and upgrading the buildings.

The challenges facing council is the ability to resource the delivery of the capital works program. In the short term, internal resources will shift from upgrade/expansion projects to renewal projects.

Lifecycle cost estimates will continue to be refined with future iterations of this Plan, following the completion of the overarching Property Strategy and building management plans.

The Long Term Financial Plan indicates that the City is budgeted to renew the building assets at a sustainable rate over the next ten years whilst meeting the required levels of service. The City is managing the assets effectively and addressing the maintenance and renewal requirements and Special Schedule - Report on Infrastructure Assets requirements consistent with the Office of Local Government performance measures.

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Draft People Strategy 2025–2029

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

CITY OF SYDNEY 

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Cover image: City of Sydney staff member at Waterloo Library. Photo by Abril Felman / City of Sydney

Executive Summary

The City's Community Strategic Plan—Delivering Sustainable Sydney 2030–2050 identifies the community's main priorities and aspirations and includes the strategies we can take to achieve these. The community strategic plan has 10 strategic directions and 6 guiding principles that consider the values expressed by the community and inform the City of Sydney in its decision-making. The plan includes ten targets to enable change to be measured over time.

Our Delivery Program 2025–2029 is the City's 4-year program that translates the community's aspirations and strategic goals into actions. It identifies the principal activities the City will undertake to perform all of our functions using the resources identified in the Resourcing Strategy.

In deciding the activities to be undertaken and the level of service to be provided, the City needs to consider its available resources – its workforce, its financial sustainability and assets. Our People Strategy (this document) is an important part of our resourcing strategy and is updated every 4 years with each new delivery program. The achievement of the communities' aspirations and projects will be possible largely due to the committed efforts of our people – our employees and managers.

Our people are in a strong position to contribute to a sustainable and resilient Sydney by embracing the challenges and opportunities articulated in the community strategic plan and the delivery plan.

In the years prior to our People Strategy 2025–2029 being developed, we experienced some of the most unpredictable, challenging times in recent memory due to the Covid-19 pandemic. This period saw our organisation and people adapt to deliver unprecedented responses, leaving us with significant learnings to draw on as we moved forward.

Now as we face cost of living pressures, we also know that the future will continue to see considerable disruption. That means that we must develop and implement proactive strategies now to shape the future of our workforce, in service of the City of Sydney community.

The People Strategy 2025–2029 outlines the key issues impacting the City's workforce and will guide people related decision making, priorities and investment to support the outcomes in the community strategic plan.

The People Strategy forms an important part of our integrated resource planning, ensuring that we can deliver on our business goals and are future-ready. The People Strategy recognises evolving community needs and the skills our people require to address the social, economic, and environmental sustainability challenges ahead.

It builds on the solid foundations established in our previous workforce plans, such as progress made in key areas such as flexible working, innovation, employee wellbeing, and workforce agility.

The People Strategy 2025–2029 continues our 3 core objectives:

1. Energising our people and our workplaces by fostering a people first culture¹. If we do this well, we will support our employees to be their best selves, acting in the best interests of the community that we serve.

Building on this foundation, we will ensure that our organisation, practices, and capability keep pace and embrace the new world of work. This includes:

2. Adapting our ways of working for the future
3. Strengthening our value proposition¹ and recruitment experience to attract and retain diverse, skilled people.

¹ Definitions included in the Glossary

Introduction

Insights informing development of the People Strategy

The People Strategy 2025–2029 forms an important part of our resource planning, ensuring that we can deliver on our business goals and are future-ready. The strategy recognises evolving community needs and the skills our people require to address the social, economic and environmental sustainability challenges ahead.

Analysis of internal and external data sources generated insights that informed the development of our 2025–2029 People Strategy. Specifically:

- Staff surveys
- Stakeholder and leadership interviews
- Staff focus groups
- Workforce data
- External employee experience insights (LinkedIn, Seek, Glassdoor)
- External talent trends in the context of local government and relevant sectors
- Executive workshops.



Figure 1. City of Sydney staff at Gunyama Park Aquatic and Recreation Centre, Zetland – Photo by Chris Southwood/ City of Sydney

Feedback helped us understand where we are now, and where we want to be in the future

Consistently, staff told us that the City of Sydney has many strengths as an employer. People feel safe at work, connected to their teams, and supported with the information, tools and resources to perform their roles.

The Covid experience for employees has been varied. With limited opportunities for social interaction, this period has weakened ties between many colleagues at work and eroded informal organisational connections.

We heard that there are opportunities to better attract, engage and grow current and future employees. This includes strengthening the connection between individual and organisational purpose, providing an attractive, clear and holistic value proposition, and evolving our ways of working to support better collaboration and inclusive flexibility.

We are operating in a changing environment

To remain a progressive force and leader within a dynamic external environment, we have to foresee what is coming and shape our direction in anticipation.

Mercer's Global Talent Trends 2022 and other significant future of work research publications (e.g. Microsoft Work Trends Index 2021) points to the need for organisations to support employees to reclaim a sense of energy, joy and autonomy as they reshape their lives post-pandemic. Amplifying energy in the workforce will require an ongoing focus on managing wellbeing and mental health. It will also require a focus on enhancing employee experience by understanding differences in what motivates and inspires purpose in individuals.

Additionally, in the context of the acceleration toward virtual and digitised ways of working, there is now a need to build upon the strong bonds within teams to drive greater cross-team connections.

Finally, there are number of global trends that will have considerable influence on the future of the City of Sydney. These include:

- the climate emergency
- housing affordability and the cost of living
- density and demographic change
- rapid advances in technology
- trust, social polarisation and truth
- social isolation and connectedness
- economic transition.

To lead change in this context, we will be required to effectively harness the concerns, ideas, and aspirations of our communities as we develop local solutions. It will also require us to be an effective partner with other local government, private sector and civil society organisations. With this in mind our organisation needs to be equipped with the right culture, skills and experiences to remain responsive and ensure the future success of our City.



Figure 2. City of Sydney Ranger – Photo by Abril Felman/ City of Sydney

The 2025–2029 People Strategy sets the scene for our deliberate evolution

Our last People Strategy 2022-2026 was developed in the context of Covid recovery and analysis of internal and external insights helped us frame 3 critical questions that informed its development. These were:

1. How can we re-boot our organisation, workplace culture¹ and employee experience to build back stronger, amplify our collective and individual energy and strengthen inclusion and belonging?
2. How can we embed and adopt new ways of working and foster the capabilities required for the new world of work?
3. How can we advance our value proposition and recruitment experience to address skill shortages in a competitive market?

These questions remain relevant for our People Strategy 2025-2029 and will continue to guide us as we reflect upon the fundamental ways in which expectations of work and workplaces have dramatically changed.

The People Strategy 2025–2029 recognises that we have the opportunity to be deliberate in what we do next – for and with our people. We know that this will not be an easy task as changes will require sustained attention over the next 4 years, and beyond. However, as an organisation, we are committed to leading this evolution, and resourcing it appropriately to ensure committed, deliberate focus on driving action and implementation to see it brought to life.

Alignment to our Diversity and Inclusion Action Plan

Equal Employment Opportunity, and Diversity and Inclusion¹ principles inform all that we do.

The 2025–2029 People Strategy is built upon a commitment to a diverse and inclusive workplace that is free of discrimination. We understand that having a diverse and inclusive workforce improves organisational performance, innovation and service quality.

Our EEO, Diversity and Inclusion Action Plan 2022 – 2026 is a supplementary document to this People Strategy. It recognises that promoting workplace equity, diversity and inclusion is more than a legislative requirement – it is essential to our success as a local government organisation that caters to the diverse communities who live, work in and visit the City of Sydney.

We want the City of Sydney to be an organisation where everyone has an equal chance to work with us and the opportunity to realise their potential and progress their careers. We seek to improve on several areas including developing a holistic approach to being a socially responsible organisation through our procurement, employment, workplace supports, engagement practices, accessible communication and collaboration.

In May 2023, Council requested the Chief Executive Officer to develop an overarching anti-racism framework or charter that addresses structural, interpersonal (everyday bias), intersectionality and institutional racism and discrimination in the workplace and across our city. This work is underway.

Our current Inclusion (Disability) Action Plan is due to finish on 30 June 2025 and we're now developing our seventh plan. To create a more inclusive and accessible city, last year, the City invited people with disability and other relevant stakeholders to provide feedback to inform that work. The new draft plan will be reported to Council later this year.

People Strategy 2025-2029

Our People Strategy 2025–29 continues our 3 key objectives, which together recognise that change is the ‘new normal’, and that we need to continuously evolve and adapt to keep pace with the changing environment and the new world of work.



Figure 3. Diagram of People Strategy objectives



Figure 4. Volunteers packing Hampers of Hope – Photo by Chris Southwood/ City of Sydney

Objective 1: Foster a people first culture

Sustainable Sydney 2030: the Vision was first endorsed by Council in 2009 and updated in 2022 as Sustainable Sydney 2030-2050 Continuing the Vision. This vision for a more sustainable Sydney has driven a strong sense of purpose and progress over the last 15 years. This powerful vision was a strong attractor for new employees and a motivating force for existing employees.

While a compelling vision remains important, the world of work as we know it, changed significantly with the onset of the Covid-19 pandemic. In the post-pandemic environment, community and employee expectations have changed. We know that the community need us to be even more responsive, future focused and representative of the diverse people we serve. At the same time, we know that employees increasingly expect work to provide experiences that are empathetic, efficient and enriching.

In this context, we recognise a need to reenergise our people and our workplaces and to strengthen a sense of purpose and engagement in our employees and managers. The next phase of our journey toward 2050, provides us with an opportunity to foster this, as we also adapt, innovate and transform to meet new expectations.

At the core of our people strategy, objective one paves the way for a strengthened connection between our internal people experience and the experience of the community we serve. Put simply, the people we serve will reap the benefits of a highly energised workforce, made up of employees who find sources of joy and inspiration through their connection to the purpose of the organisation and the communities we serve.

Our workplace culture and practices need to both enhance our collective drive and meet people and their individual needs where they are. To do this, we will focus on reconnecting employees with the organisation's vision and updated values and build capability in our leaders to lead with empathy, and role model collaboration, inclusion and individual accountability in the new world of work. If we create a people first culture, we will support our people be their best selves, acting in the best interest of our communities.

Priority actions

- Reinforce employee's connection to our new purpose and vision to drive energy and engagement
- Strengthen connections between our community and employees to amplify a strong sense of purpose
- Rebuild social connections in the workplace to connect people across teams and business areas
- Support individuals to strengthen their own wellbeing and reinvigorate energy
- Implement the City's mentally healthy workplace plan to support workplace wellbeing.
- Build and strengthen leadership capabilities for the new world of work, including:
 - Managing teams in the context of digitisation and new ways of working
 - Stakeholder engagement and collaboration
 - Building a diverse workforce and inclusive ways of working.



Figure 5. Alexandra Canal depot staff at work

Objective 2: Adapt our ways of working

With a strong workplace culture and experience at the core, we will focus our attention on keeping pace and embracing the new world of work.

Community expectations are changing. Our local businesses, residents and visitors are changing how they use online services and interact socially – they expect information and services to be easy to access and use, and always available. To develop seamless, community-centric solutions and services, collaboration across the organisation is critical.

The expectations of employees also changed as the pandemic rapidly accelerated shifts in hybrid and flexible ways of working. Many Australian employees now expect that work tasks can be performed digitally at any time and from anywhere.

To remain a leading employer and a role model in government, we will reshape our ways of working. To do this, we will redefine and enable ways of working that align to our desired culture and unlock collaboration and cooperation at all levels in the organisation. This includes articulating a new vision for ways of working, elevating cross functional success stories, and resetting inclusive flexible and hybrid working¹ to ensure that practices support different segments of our workforce.

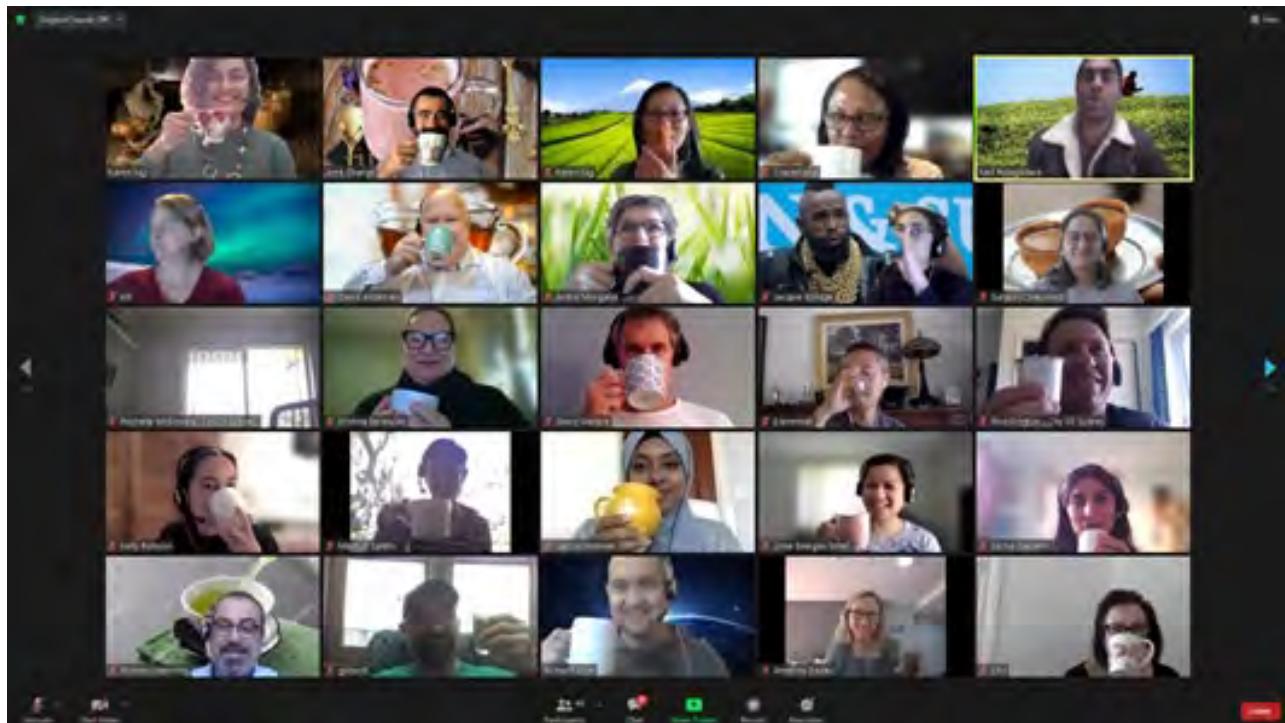


Figure 6. Online staff networking zoom event, during lockdown – Photo by Harleen Oberoi/ City of Sydney

We also recognise that resetting for the future includes fostering the development of strong, cutting-edge skillsets required to drive progress and remain responsive to an increasingly digital world. We will do this by developing digital and data literacy¹, and technical skills across the workforce, as well as embedding a human centric mindset¹ in all employees to ensure we design services with the user at the forefront.

We will also support our leaders to be adaptive, empathic, and skilled in navigating change and complexity.

If we deliver on this, we will ensure enriching, connected and skilled ways of working for our people that will ultimately deliver better outcomes for our community.

Priority actions

- Equip managers to continue to lead in the environment of hybrid and flexible ways of working
- Optimise City's hybrid working practices to drive stronger collaboration and strengthen social capital across the workforce
- Foster the development of strong skillsets required to drive progress and remain responsive to an increasingly digital world
- Embed a human centric mindset¹ in all employees to ensure we design services with the user at the forefront
- Support our leaders to be adaptive, empathic, and skilled in navigating change and complexity.

Objective 3: Strengthen our value proposition and recruitment experience

To succeed in having the desired impact in our community, the City of Sydney needs the right people, with a diverse set of skills and experiences. We know that within the broader employment market, there are wide-spread resource shortages making access to people from the external market very competitive and challenging.

Additionally, talented people will always have career choices, so as an employer we need a compelling value proposition (which means the rewards, benefits, and experiences that we can offer to our employees). We recognise that to stay competitive, the recruitment experience has to present the best of what a career at City of Sydney can offer to attract talented people to the organisation.

We also know that we must equip our leaders and managers with the right insights and resources to make strategic hiring decisions that ensure we have the right people, in the right roles at the right time.



Figure 7. City staff with our first electric truck – Photo by Jennifer Leahy / Silversalt

This means optimising our internal processes to enhance candidate and hiring manager experience, redefining our value proposition and partnering with other organisations to attract diverse, skilled people to careers in the local government sector. It also means building capability in managers and leaders to make evidence-based recruitment decisions.

We understand that to retain our existing employees we need to deliver on our value proposition, by enabling people to actively shape their growth and development in the workplace. We will do this by unlocking experience-based development as well as offering externally competitive formal learning opportunities.

If we are successful in this, City of Sydney will be an employer of choice for the best candidates irrespective of age, background, and abilities. Managers will also be enabled and have confidence that our processes are responsive to the emerging employment landscape.

Priority actions

- Optimise our recruitment processes to drive speed and enhance the candidate and hiring manager experience
- Redefine our value proposition to attract and retain diverse, skilled people to work at the City of Sydney
- Review graduate and cadet programs to attract and retain diverse early career workers
- Invest in skills that are of strategic priority for the future, such as:
 - Human experience design and service
 - Data analytics and insights
 - Digital literacy
 - Innovation and continuous improvement.
- Partner with other organisations to promote the value proposition for the local government sector and attract diverse, skilled people to careers in the local government sector.



Figure 8. Rosanna Barbero, Addison Road Community Organisation (left) and City of Sydney CEO Monica Barone (right) – Photo by Chris Southwood/ City of Sydney

Supporting Documents



Figure 9. City of Sydney staff at Alexandra Canal depot

Our Workforce Profile 2024

Workforce at a glance¹

- At 30 June 2024, we had 1,938 employees, excluding casuals and agency staff.
- 56.8% of employees were male, compared to 43.2% female.
- 3.1% of employees identified as Aboriginal and/or Torres Strait Islander.
- 2.4% of employees identified as living with a disability.
- 26.7% of employees reported that they were from a culturally and linguistically diverse background.
- 5.6% of employees identified as people of diverse sexualities and genders (formerly referred as LGBTQI+).



Image 1. City of Sydney staff, June 2023

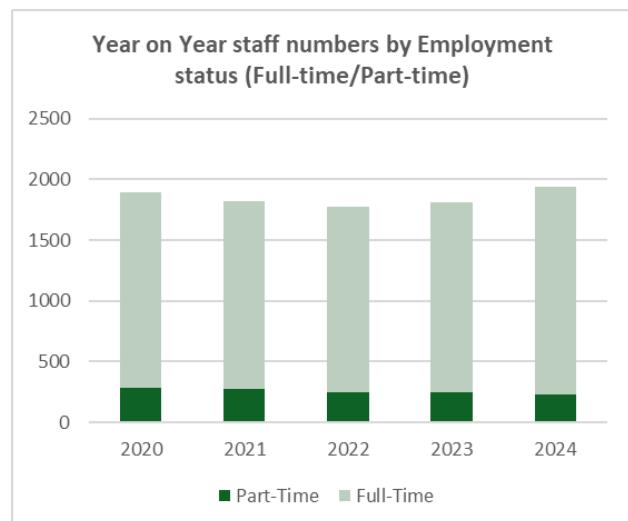
Workforce Composition

Our workforce consists of people employed on a continuing, fixed term and casual basis, supplemented with agency workers.

Contingent staff (casual employees and agency workers) meet fluctuating demand for seasonal work or major events such as New Year's Eve.

At 30 June 2024, there were 1,938 non-casual employees, of which 94.6% were employed on a permanent basis and 5.4% were employed on a fixed term basis. In addition, there were 253 casual employees.

86.1% of employees are employed full-time as shown in the graph below.



Separations

The voluntary separation rate (also known as the employee-initiated separation rate) for permanent and fixed term employees during 2023-24 was 6.4% as compared to 10.8% in 2022-23. This is attributed to efforts made to retain employees and the settling of the New South Wales labour market post Covid.

The separation rate for new employees, i.e. those that commenced during 2023-24, excluding the completion of term appointments

¹ Sourced from the City's workforce profile data as at 30 June 2024. Non casual employees include – permanent, term contracts, apprentices.

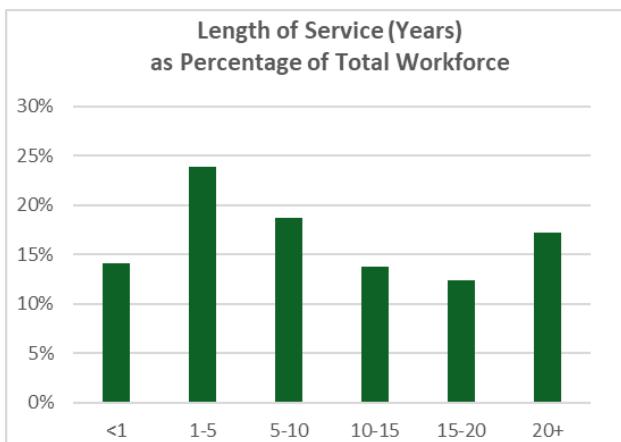
(also known as the new starter turnover rate) was 7.7% as compared to 13.8% in last reporting period.

Length of service

The median length of service of permanent employees on 30 June 2024 was 7 years, in line with the median length of service of 7 years in NSW public sector agencies².

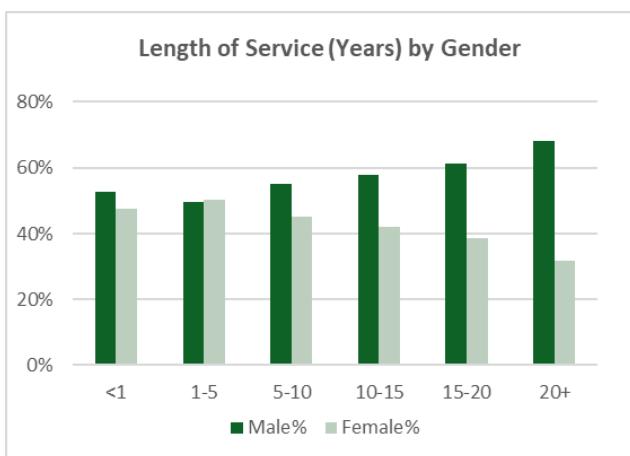
Overall, 34.2% of employees had less than three years of service and 42.4% had less than five years of service.

The graph below shows length of service in years.



Source: *Workforce profile extract as at June 2024*

Further analysis shows that there are fewer female permanent and fixed term employees as service tenure increases. In contrast, men have longer lengths of service at the City, particularly at 20+ years of service.



Age

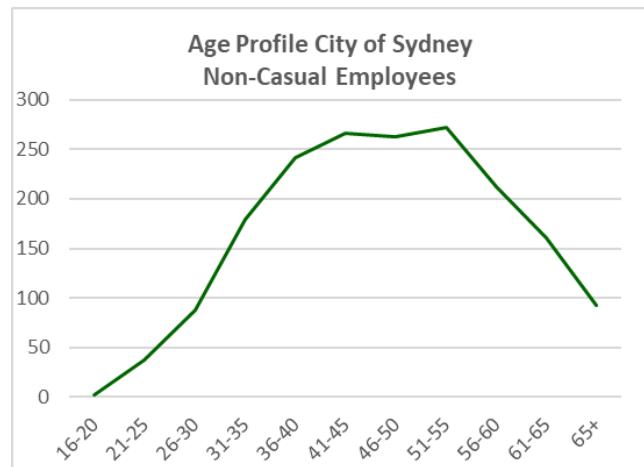
At 30 June 2024 the average age of permanent and fixed term employees was 47 years. This compares to the average age of 43 years in NSW public sector agencies.

Many of our employees are aged between 36 to 55 years old, representing 56.9% of the City's workforce.

15.7% of employees were aged under 35 years, which is lower when compared to NSW public sector employees which have 29.0% at 30 June 2023.

There are 25.9% of City of Sydney employees aged 55 years and over. In comparison, 22.8% of employees in NSW public sector agencies were aged 55 years and over at 30 June 2023³.

The graph below shows the number of employees in each of the age groups.



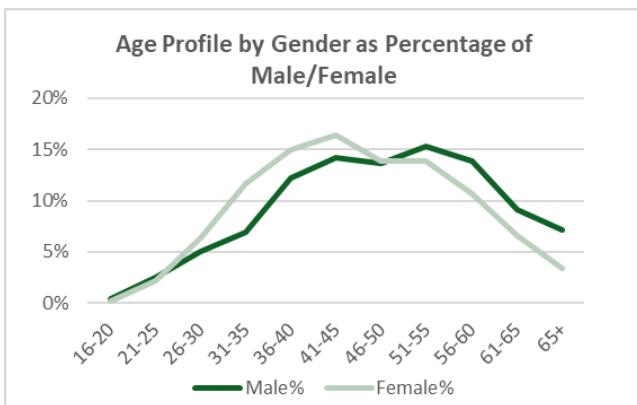
Source: *Workforce profile extract as at June 2024*

The age profile for male employees is older than for female employees. 63.8% of permanent and fixed term female employees are aged under 50 years compared to 50.6% of males.

The next graph shows the age profile of employees by gender.

² NSW Public Service Commission Workforce Profile Report 2023.

³ NSW Public Service Commission Workforce Profile Report 2023.



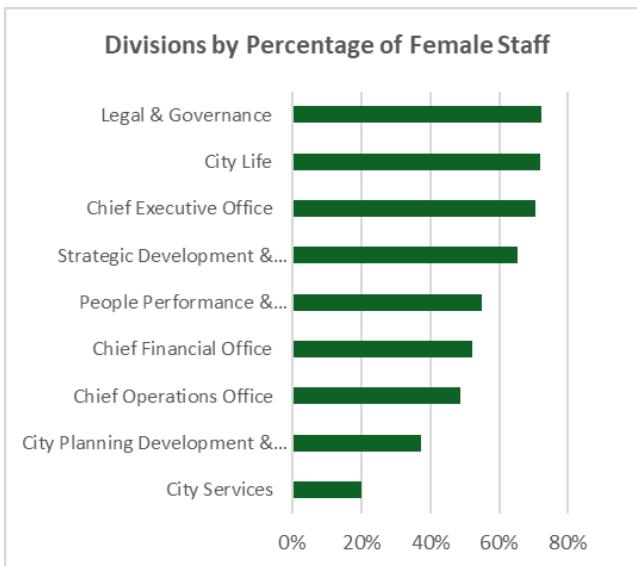
Source: Workforce profile extract as at June 2024

Gender

At 30 June 2024, 56.8% of permanent and fixed term employees were male, compared to 43.2% female.

Female employment has increased over the past years, from 39.2% in 2012, to the current level of 43.2%.

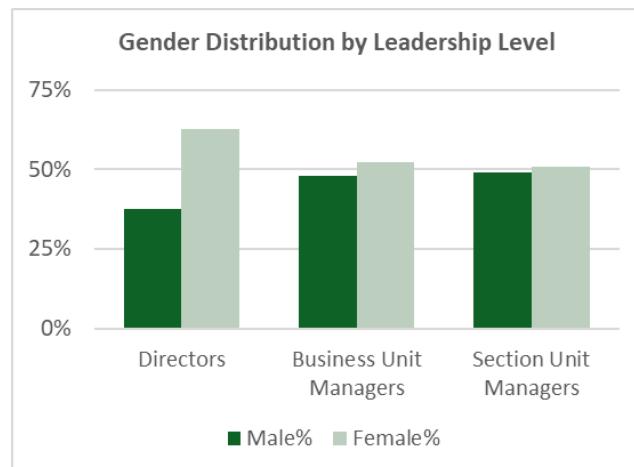
The percentage of female employees varies across the City. Amongst our divisions, City Life and Legal & Governance divisions has the highest percentage of permanent and fixed term female employees, which is 72%, followed by Strategic Development & Engagement division which have 65%.



Source: Workforce profile extract June 2024

At 30 June 2024, the overall proportion of female employees performing managerial and supervisory roles at the City of Sydney was 54.5% as compared to 41.8% in 2014. This is higher than the overall percentage of female employees at the City (43.2%).

The next graph shows that in 2024, the proportion of women at director level was 62.5%, at the business unit manager level was 52.2% and at section manager level was 50.9%.



Source: Workforce profile extract June 2023

Pay Equity

In 2024 the City undertook its eighth gender pay equity review guided by the Workforce Gender Equality Agency framework. We calculated our gender pay gap (the gap between the average total remuneration of women and men across the City) on two measures of pay - 'total remuneration' (base pay plus variable pay including overtime) and 'base salary'.

Our total remuneration gender pay gap was 3.8% in favour of women compared to WGEA total remuneration national pay gap of 21.7 per cent in favour of men and the public sector pay gap of 13.5% in favour of men.

The base salary gender pay gap was 9.4% in favour of women. This compares with the national gender pay gap of 11.5% in favour of men.

Diversity and Inclusion

Aboriginal and Torres Strait Islander employees

At 30 June 2024, 3.1% of our permanent and fixed term employees identified as being a person of Aboriginal or Torres Strait Islander

descent. This compares to 3.9% reported in the NSW Public Sector Workforce Profile, 2023⁴.

The City is working towards its Stretch Reconciliation Action Plan employment target of 3.4% by 2025.

The City Services division has the highest percentage of Aboriginal and Torres Strait Islander staff (4.8%), followed by City Life (3.3%).

Employees with Disability

At 30 June 2024, 2.4% of our permanent and fixed term employees reported having one or more limitations or restrictions associated with a disability. This compares to 2.6% of employees reported in the NSW Public Sector Workforce Profile, 2023⁵.

The City is working to increase the participation of people with disability in its workforce in line with its Inclusion (Disability) Action Plan.

Culturally and Linguistically Diverse (CALD) employees

As at 30 June 2024, 26.7% of employees identified as a part of culturally or linguistically diverse (CALD) group.

The City implemented the Diversity Council Australia's Counting Culture methodology, which has improved the data capture for culturally and linguistically diverse employees.

Employees with diverse sexualities and genders

In 2017, the City of Sydney became one of the first councils to collect information for employees who identify as being LGBTQI+ employees. Currently 5.6% of City employees identify as being people with diverse sexualities and genders.

The table below shows changes over the last four years.

Employee Group	2020	2021	2022	2023
Aboriginal & Torres Strait Islander employees	2.5%	2.8%	2.9%	3.1%
Employees with a disability	1.6%	1.5%	2.1%	2.4%
Culturally & linguistically diverse employees	19.7%	21.1%	24.3%	26.7%
Employees with diverse sexualities & genders	3.9%	4.4%	5.2%	5.6%

We acknowledge that there are many factors influencing whether employees report their individual diversity data, and that these may contribute to under-reporting. We continue to encourage employees to self-identify as being a part of a diversity group, to build a more accurate picture of the workforce and to provide more support to employees.

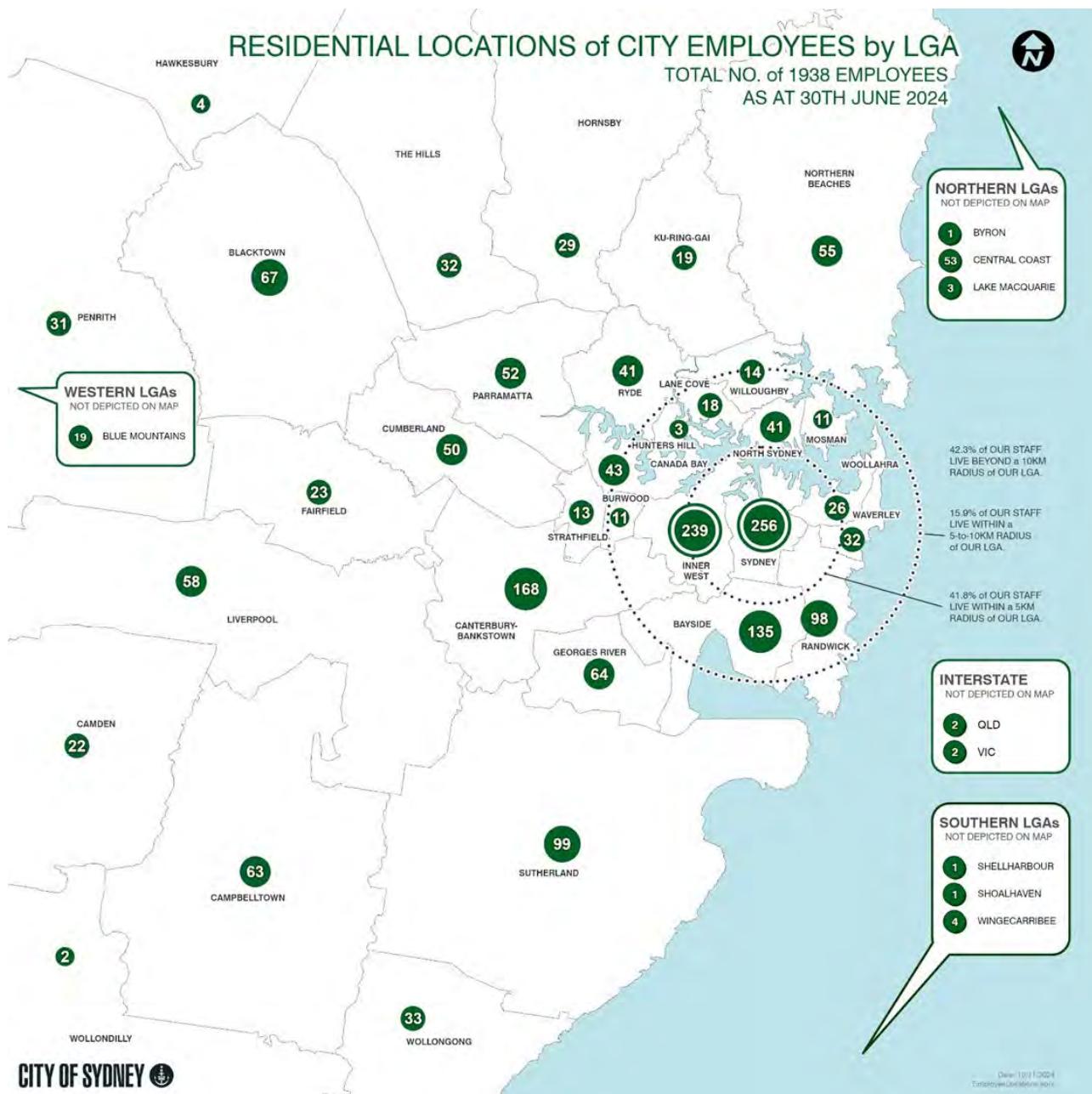
⁴ NSW Public Service Commission Workforce Profile Report 2023.

⁵ NSW Public Service Commission Workforce Profile Report 2023.

Where do the City of Sydney's employees live?

At 30 June 2024, an estimated 13.2% of permanent and fixed term employees lived within the City of Sydney Local Government Area. This represents the largest group of City of Sydney employees. In addition to proximity to the workplace, the City of Sydney has supported the direct employment of people who live in the LGA and particularly Aboriginal and Torres Strait Islander residents.

The heat map below shows the residential locations for our employees.



EEO, Diversity and Inclusion Action Plan

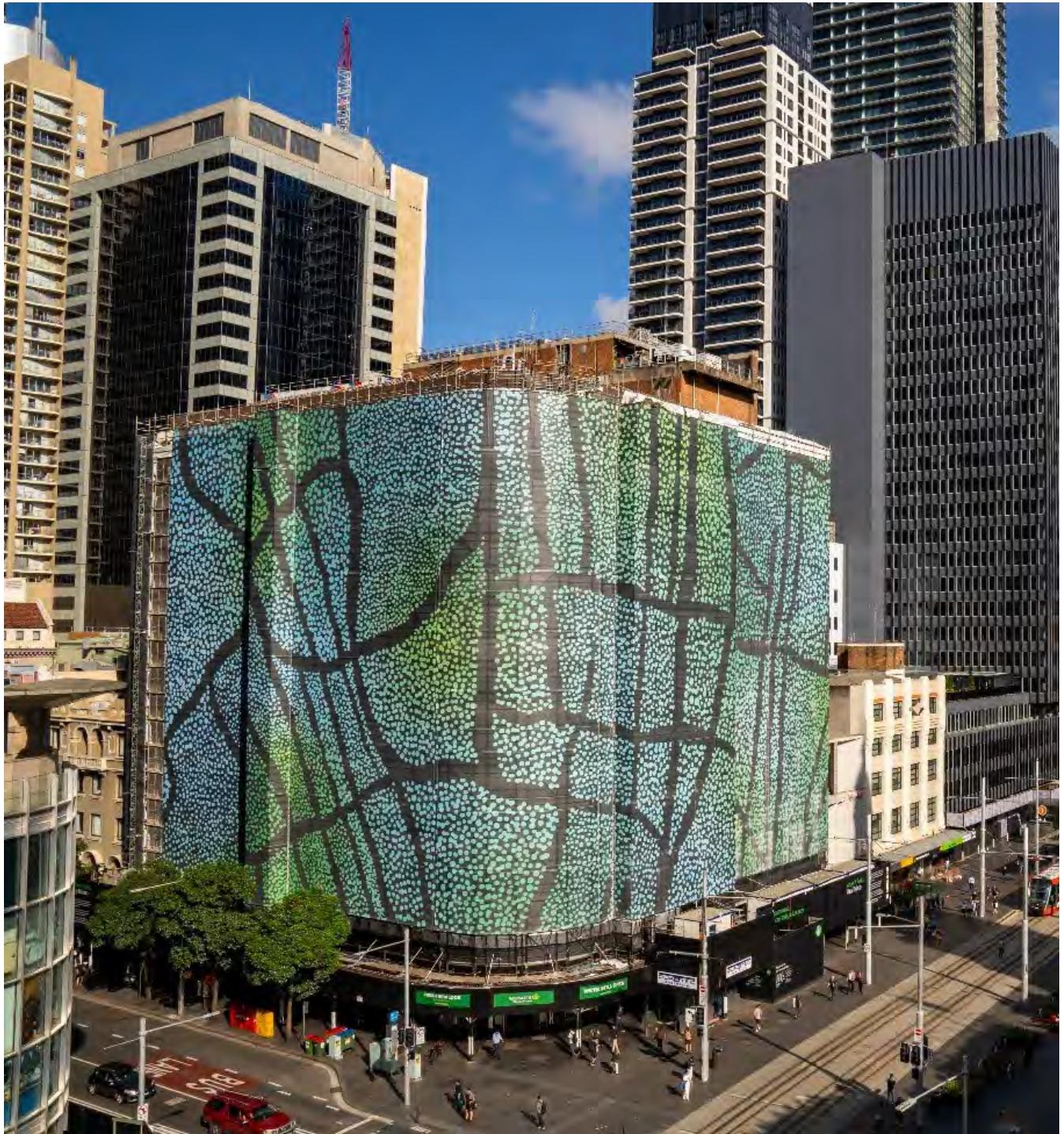


Figure 10. Creative hoardings covering the Woolworths Building during its 2022 renovation -Photo by Abril Felman/ City of Sydney

Our commitment to Equity, Diversity, and Inclusion

At City of Sydney, we recognise that promoting workplace equity, diversity and inclusion is more than a legislative requirement – it is essential to our success as a local government organisation that caters to the diverse communities who live, work in and visit the City of Sydney. We also understand that having a diverse and inclusive workforce improves organisational performance, innovation, engagement and service quality.

Diversity and inclusion make good business sense because they deliver a range of positive organisational, team and individual outcomes. (Diversity Council of Australia, 2021)

We understand that a broad range of perspectives, approaches and ideas make us better in delivering business outcomes as well as working collaboratively with Sydney's multicultural society with its varied cultures, abilities, gender identities, languages, traditions, religious and spiritual practices.

We demonstrate our commitment to diversity and inclusion by respecting our employees, and, treating employees fairly and equitably. We strive to eliminate discrimination, to actively remove barriers to inclusive employment and to promote workplace relationships that are based on understanding and respect. We want to foster a safe environment where people feel valued for who they are.

We want the City of Sydney to be an inclusive organisation – one in which employees trust they will be treated fairly, feel diversity is valued and respected, and report that top leaders demonstrate a genuine, visible commitment to diversity and inclusion.



Figure 11. City of Sydney staff participating in Mardi Gras parade, March 2022 – Photo by Abril Felman/ City of Sydney

Our commitment to these diversity and inclusion outcomes is reflected in the following plans and programs:

- Stretch Reconciliation Action Plan 2025-2028 (currently under development)
- Inclusion (Disability) Action Plan 2025-2029 (currently under development)
- Participation in the Human Rights Commission's IncludeAbility program
- Disability Confident Employer status (from the Australian Network on Disability Network)
- Our annual Gender Pay Gap reporting.
- Aboriginal and Torres Strait Islander workforce strategy 2023-2026

The commitments in these plans and programs will not be repeated in this document.

This Action Plan demonstrates our ongoing commitment to action. It outlines our high-level and aspirational goals for 2025–2029 and the ways we will monitor and review our progress.

Background

The City of Sydney (the City) aims to provide a work environment that supports equity, diversity, and inclusion, and is free from discrimination, harassment, and vilification as determined by legislation. The City believes that a diverse workforce that reflects the community it serves and represents, is better equipped to understand and meet their needs.

The City is committed to meeting the Equal Employment Opportunity (EEO) obligations outlined in Section 344 of the Local Government Act 1993:

- a. Eliminate and ensure the absence of discrimination in employment on the grounds of race, sex, marital or domestic status and disability in councils, and
- b. Promote equal employment opportunity for women, members of racial minorities and persons with disabilities in councils.

State Alignment

In addition to the Local Government Act (NSW) 1993, this plan also considers other state-level policy and legislation, including:

- *Anti-Discrimination Act (NSW) 1977*

- *Multicultural Act (NSW) 2000*
- *Disability Inclusion Act (NSW) 2014*
- *Carer Recognition Act (NSW) 2010*

National Alignment

The preparation of this plan also considers national policy and legislation, including:

- *Human Rights and Equal Opportunity Commission Act 1986*
- *Racial Discrimination Act 1975*
- *Sex Discrimination Act 1984*
- *Disability Discrimination Act 1992*
- *Age Discrimination Act 2004*

City Alignment

This EEO, Diversity and Inclusion Action Plan is informed by the City's community strategic plan. It supports the vision for Sydney to be a highly connected city – that is, a city that is diverse, welcoming and inclusive; one that will be resilient with the capacity to adapt to change and withstand adversity.

This plan also aligns with other City initiatives, including:

- Stretch Reconciliation Action Plan (2020 – 2023)
- Stretch Reconciliation Action Plan 2025-2028 (currently under development)
- Inclusion (Disability) Action Plan 2025-2029 (currently under development)
- Human Rights Commission's IncludeAbility program
- Disability Confident Employer status
- Annual Gender Pay Gap reporting.

Moreover, the plan supports Sydney becoming a city for people – a socially supportive community that is safe, and inclusive. Feeling safe is associated with being free from discrimination based on gender, ethnicity or origin, culture, language, relationship status, pregnancy, sexuality, race, medical conditions or disability, age and political or religious belief.

Key Deliverables

This Action Plan sets out the key deliverables that address the City's commitment to EEO principles and which together provide a roadmap for a diverse and inclusive workplace. These include actions to:

- Deliver the workforce commitments within the City's Stretch Reconciliation Action Plan 2025 – 2028 (currently under development)
- Implement the workforce actions within the Inclusion (Disability) Action Plan 2025 – 2029 (currently under development)
- Report on gender equity as part of an annual workforce reporting process and implement initiatives to improve gender equity
- Embed the principles of diversity and inclusion in the City's core people management processes (recruitment, learning, development, performance) and leadership and employee capabilities and related programs
- Develop initiatives to further support workplace diversity and inclusion including among Aboriginal and Torres Strait Islander people, people with disability, women, culturally and linguistically diverse (CALD) people (including refugees and asylum seekers), LGBTIQA+ people, young workers, mature age workers, and carers.



Figure 12. Yabun Festival celebration in Victoria Park, Camperdown – Photo by Joseph Mayers / Joseph Mayers Photography

Our achievements

We recognise we still have much work to do.

However, we are building upon a strong foundation and have a lot to celebrate, including:

- Achieving accreditation from the Australian Network on Disability to become a Disability Confident Recruiter
- Becoming a member of the Australian Human Rights Commission's IncludeAbility employers' network
- Increasing the number of Aboriginal and Torres Strait Islander employees from 1.6% of our workforce in 2016 to 3% in 2024

- Achieving the Gender Equality target of 50% female representation in leadership roles
- Being one of very few organisations to have a positive pay gap in favour of women, reflecting a high number of women in management roles
- Becoming one of the few organisations to collect data and report on the workforce participation of LGBTIQA+ staff
- Sponsoring the Counting Culture Research – an Australian first approach for defining, measuring, and reporting on workforce cultural diversity in a respectful, accurate and inclusive way by Diversity Council Australia (DCA) and the University of Sydney Business School

- Establishing Executive level sponsors to promote workplace diversity and inclusion
- Maintaining active employee reference groups – City Women, City Pride, DiverseCity, InclusiveCity (Disability Employment), Young Professionals Network
- and the Aboriginal and Torres Strait Islander staff network
- Establishing targeted mental health awareness and mental health first aid training for staff and management



Figure 13. Beginners tai chi class focusing on physical and mental wellbeing – Photo by Katherine Griffiths/ City of Sydney

Our work has also been recognised by others:

- 2024 Best Places to Work Finalist – Australian Financial Review
- 2023 Inclusive Employer – Diversity Council of Australia
- 2023 Local Government Award for Diversity and Inclusion - Employee Networks
- 2023 Local Government Award Finalist for Organisational Development – Purpose and Values
- 2023 Local Government Award Finalist for People and Workplace – Modern Flexibility Program
- 2020 Ministers' Award for Women in Local Government – Employment Diversity – Metropolitan
- 2019 Australian HR Award– Best Workplace Diversity and Inclusion Program
- 2019 Australian Human Resource Institute (AHRI) Finalist – Diversity and Inclusion Champion
- 2018 Local Government NSW Award -Best Diversity and Inclusion Program
- 2018 and 2019 Ministers' Award for Women in Local Government – Women in non-traditional roles
- 2018 Australian LGBTIQA+ Awards – Finalist – Best New Employee Network.

Developing the Action Plan

Planning

The City undertakes diversity and inclusion action planning through annual and longer-term management plans linked to the business planning cycle. This integrated approach ensures diversity actions are incorporated in workforce planning and major business change initiatives.

Responsibility

A commitment to equity, diversity and inclusion at the City starts with the Chief Executive Officer and the Executive. Overall corporate responsibility for monitoring workforce diversity and inclusion lies with the Executive Director People, Performance and Technology. Managers and staff throughout the City are responsible for implementing EEO principles and supporting a diverse and inclusive workplace.

Monitoring and Evaluation

Monitoring and evaluation of equity, diversity and inclusion performance is a regular part of the annual business planning and reporting cycle. The City is required to periodically report progress against equity, diversity and statistics to the Council and other government bodies in addition to ad hoc requests from other government agencies.

Informing

The EEO, Diversity and Inclusion Action Plan 2022 – 2026 includes actions to ensure staff are kept informed of the initiatives and of their EEO rights and responsibilities in the workplace. Information is shared through:

- Online communication including intranet, email and online resources
- Specific Diversity and EEO related training programs and inclusion of Diversity and EEO topics in a wide range of general training programs
- Leadership and staff briefings/information forums
- Induction training
- Diversity network meetings.

Review of Policies and Practices

The City's policies and practices are monitored to ensure they are consistent with equity, diversity and inclusion objectives and EEO legislation and are informed by best practice research and resources. Equity, diversity and inclusion principles are considered in major projects, when developing new or changed work practices and when creating and reviewing relevant policies.

The EEO Policy applies to all City staff, agency staff, consultants, job applicants, contractors, volunteers, trainees and work experience participants. The City, being the responsible employer, is legally accountable for discrimination in employment matters. The City's programs are informed by the *EEO (Commonwealth Authorities) Act 1987*. The Act requires organisations to have programs that:

- Promote the employment of designated disadvantaged groups (Aboriginal and Torres Strait Islander peoples, people with disability, people from non-English speaking backgrounds and women)
- Facilitate the elimination of all forms of unlawful discrimination and harassment in the workplace.

The Act also requires annual reporting on progress against program objectives, which the City does each year in its annual report.

Focussing our efforts on 3 strategic goals

1. Build a more diverse workforce

Build on our strengths and learn from others to recruit and retain a diverse workforce and invest in leadership diversity.

2. Foster inclusion and belonging

Maintain a workplace that is safe, collaborative, and accountable - one in which employees trust they will be treated fairly, see that diversity is valued and feel as if they belong.

3. Create awareness and build effective measures

Build awareness and skills in diversity and inclusion. Strengthen workforce data and evidence to inform effective decision making and programs

1. Build a more diverse workforce

Build on our strengths and learn from others to recruit and retain a diverse workforce and invest in leadership diversity.

Diversity refers to the mix of people in an organisation – that is, the differences between people in how they identify in relation to their Aboriginal and/or Torres Strait Islander background, age, caring responsibilities, cultural background, disability status, gender, religious affiliation, sexual orientation, gender identity, intersex status, and socio-economic background⁷

These identities may shape the way people view and perceive their world and workplace – as well as how others view and treat them.

We understand that a broad range of perspectives, approaches and ideas make us better in delivering business outcomes as well as working collaboratively with Sydney's multicultural society with its varied cultures, abilities, gender identities, languages, religious and spiritual practices.

At the City we see diversity and inclusion as critical business enablers. Helping us attract and retain high potential employees, to futureproof our relevance and capacity to solve complex real-world problems, to be leaders in the local government space, change agents, to develop our capability to lead on matters of national and global importance and to connect respectfully with our citizens and places.

⁷ Diversity Council Australia, <https://www.dca.org.au/di-planning/getting-started-di/diversity-inclusion-explained>

We also accept that we have a social responsibility to advance the employment of people who are unfairly excluded or disadvantaged in the workforce.

We strive to embrace diversity and inclusion at all stages of the employment cycle, from attraction, recruitment, and selection to access to training, promotional and development opportunities. Not only do we want to attract new talent from different backgrounds, we want to support our existing employees to develop their skills and careers at the City and achieve their best.

We will achieve this by:

- Promoting the City of Sydney as an inclusive employer of choice, that values and supports diversity in its workforce
- Partnering with specialist employment agencies to attract Aboriginal and Torres Strait Islander candidates and candidates with disability to work for the City of Sydney
- Reviewing our entry-level programs to help create a diverse talent pool for the future – this involves ensuring our programs include strategies to create pathways to permanent positions
- Streamlining our recruitment and selection processes to support the objectives of this plan, remove barriers and reduce the risk of unconscious bias
- Improving diversity in our selection and interview panels
- Analysing retention trends of employees from under-represented groups to identify and mitigate issues, if any
- Broadening our pool of diverse leaders across the organisation.

2. Foster inclusion and belonging

Maintain a workplace that is safe, collaborative, and accountable – one in which employees trust they will be treated fairly, see that diversity is valued and feel as if they belong.

Inclusion refers to getting the diverse mix of people in an organisation to work together to improve performance and wellbeing. Inclusion in a workplace is achieved when people from diverse backgrounds feel that they are:

- Respected for who they are and able to be themselves
- Connected to their colleagues and feel they belong
- Contributing their perspectives and talents to the workplace and
- Progressing in their career at work⁸.

An inclusive organisation contributes to greater psychological safety and wellbeing, and a stronger sense of belonging. People are more likely to feel their contributions are valued and are more comfortable raising their ideas and concerns.

The City aspires to be a place where all people are valued and respected, have equal access to opportunities and are encouraged to fulfil their talents and potential. We understand that in order to reap the benefits of a diverse workforce we must create and cultivate a workplace that enables diverse perspectives to be heard and empowers all employees to participate and contribute. To become a recognised leader in diversity and inclusion, we must foster a culture of respect, transparency and accountability and demonstrate this through measured and reported actions.

It has never been more important for the City to prioritise inclusion and belonging. The Covid-19 pandemic has affected our city and community in many ways, with significant impacts on parents and carers, access for people with disabilities, new mental health challenges, and financial

⁸ Diversity Council Australia, <https://www.dca.org.au/di-planning/getting-started-di/diversity-inclusion-explained>

hardship. Building a culture of belonging in this context is critical to our reset and rebound to the future.

We also acknowledge that in order to succeed, this plan must be driven from the top. Without visible leadership engagement and accountability there's a risk that diversity and inclusion will be considered a secondary nice to have rather than the strategic priority that we believe, it is. We have established leadership commitment and processes to ensure accountability for diversity and inclusion outcomes.

We will achieve this by:

- Engaging and empowering our diverse employees through our employee network groups.
- Implementing the City's mentally healthy workplace plan to support workplace belonging and wellbeing.
- Addressing factors contributing to psychological safety for diverse employees and action mitigation strategies to address any systemic barriers.
- Ensuring our internal policies support an inclusive working environment.
- Strengthening leadership and manager capabilities to build a diverse workforce and manage inclusive ways of working.
- Strengthening our leadership engagement and accountability for diversity and inclusion outcomes.
- Continuing to implement the City's Aboriginal and Torres Strait Islander Workforce Strategy to support the recruitment, retention, support, and development of Aboriginal and Torres Strait Islander staff.
- Implementing the Cultural Inclusion Strategy 2022-2026.
- Learning from and sharing good practices, experiences and lessons learned across business areas and with our external partners.

3. Create awareness and build effective measures

Build awareness and skills in diversity and inclusion. Strengthen workforce data and evidence to inform effective decision making and programs.

Diversity and Inclusion is everyone's responsibility – and that's why it is the actions and behaviours of employees and managers at all levels of our organisation that will determine how successful we are in creating an inclusive culture. We believe that all our employees are responsible for creating an inclusive and supporting environment within their sphere of influence.

As a large and complex organisation, communication and engagement can sometimes be challenging. Strategic communications and stakeholder engagement will encourage buy-in to our goals through consistent, clear, and honest messaging. We will support awareness raising through appropriate workplace education and training.

We will regularly monitor our progress and evaluate the effectiveness of our strategies and initiatives. Progress measures will include the collection of workforce diversity data, employee engagement, evaluation of learning activities, and diversity performance compared to benchmarks.

Overall progress against the goals and targets in this plan will be reported bi-annually to the City's leadership team throughout the duration of the plan.

We will achieve this by:

- Increasing our employees' awareness and appreciation of diversity and inclusion through targeted engagement and learning activities.

- Continuing to monitor the diversity of our job candidates and employees in order to understand the make-up of our workforce and to identify barriers which may be affecting the recruitment, progression or experience of diverse candidates and employees.
- Developing and delivering diversity and inclusion training aimed at addressing unconscious bias in the workplace and promoting inclusive leadership and management practices.
- Educating hiring managers and key decision makers on embracing diversity in recruitment and selection.
- Regularly reporting on the diversity dashboards and other workforce planning analytics metrics.
- Promoting voluntary equal employment opportunity identification (including questions from Counting Culture research) to measure and better understand the diversity of our workforce. This will be supported by an internal communication explaining the importance of collecting this information.
- Monitoring the workplace experiences of diverse segments of our workforce.
- Deploying effective communication channels to promote understanding of lived experiences of diverse employees.

Glossary

Belonging: the individual sense of being accepted in the workplace.

Capabilities: the skills, knowledge areas, behaviours and mindsets needed at an individual level to adapt and to succeed in the context of continuously emerging changes at work.

Collaboration: a working practice whereby individuals work together for a common purpose to achieve an outcome.

Data analytics: use of data-informed methods to improve planning, decision making and management.

Digital literacy: having the capabilities to learn and work in an environment where communication and access to information is increasingly through digital technologies, which includes internet platforms, social media, and mobile devices.

Employee experience: the intersection of an employee's expectations (including needs, wants and values), their environment (including culture, people and leaders, work, programs and processes and workplace / tech) and the events (including life, career and organisation) that shape their journey within an organisation.

Human centric mindset: a mental disposition / attitude that cultivates deep empathy for the core needs of individuals. In the context of solving problems, a human centric mindset means balancing the needs of the organisation with the needs of users, customers and the community.

Hybrid working: a flexible working model where employees work partly between the physical workplace, and partly remotely – at home or from another workspace.

Inclusion: the achievement of a work environment where all individuals are treated fairly and respectfully and provided of equal access to opportunities and resources to ensure they can contribute fully.

Organisational culture: a “pattern of shared basic assumptions” (Schein, 1992) that guide how work gets done within an organisation. It includes the organisation's vision, norms, systems, symbols, language, assumptions, environment, location, beliefs and habits.

People first culture: a culture that actively considers and fulfils the needs of all people, including the community and employees. Within the organisation, a ‘people first’ culture ensures that people of all backgrounds, ages and abilities belong and are given the opportunity to thrive.

Skills: the ability to perform a certain task / activity or to manage a certain tool, technology or process.

Value proposition: the collection of rewards and benefits that a company can offer its employees, in return for the capabilities and experiences that they bring to the company.

Ways of working: the set of principles, practices and processes that determine how a team / organisation collaborates to deliver outcomes.

Workforce planning: the process through which an organisation analyses and plans for the workforce and capabilities it needs in the future to ensure it has the right people, in the right place, at the right time.

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Draft Information and Technology Strategy 2025–2029

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

CITY OF SYDNEY 

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Cover image: Person using a device against a city backdrop, with technology theme overlay depicting a connected city – Photo Getty image

Summary

This strategy outlines how the City of Sydney plans to develop and use information and technology services over the next 4 years.

It responds to growing community, client, and workforce expectations that life and work tasks can be performed digitally at any time and from anywhere.

Our local businesses are rapidly embracing new capabilities into their service delivery models. And our residents and visitors are changing how they use online services and interact socially. As a local government agency, we need to meet these expectations, make the most of new technologies and make the right services easily available.

With the ever-growing presence of technology, we also need to ensure the right controls are in place for privacy, security, and the ethical management of personal information.

This strategy forms part of the City of Sydney's Resourcing Strategy and aligns with our community strategic plan, Delivering Sustainable Sydney 2030–2050.

This strategy does not describe our work on influencing the digital economy of Sydney and enhancing the digital literacy and inclusion of our communities – that work is detailed in other City of Sydney documents, including the community strategic plan. Our previous information and technology strategy in 2017 set the foundations for a new generation of service delivery systems and best practice management and governance of technology, information and data.

This strategy builds on our earlier work and sets actions that will transform our capability in digitalised services and the use of data and information. It sets these out in 3 key areas of focus.

Focus area 1: Developing community centric services

Our community expects a high standard for digital services. In the next 4 years we will increase the range and quality of our digital services and ensure a consistent and connected experience across our services. We will extend our digital channels to make it easier for our community to provide comments, share ideas and take part in consultation activities. We will also increase community access to digital equipment.

Focus area 2: Managing information and data for public good

Information and data present enormous opportunity for community and societal benefit. In the next 4 years we will continue to improve data quality, governance, management, and record keeping. We will publish open data to the City of Sydney's data hub and develop a document publishing hub that facilitates easier access to information.

Focus area 3: Optimising technology and communications infrastructure for service delivery

Digital systems and their supporting networks have become a core local government capability – they are essential resources and tools to run the City of Sydney's operations. We will review how we manage our foundational systems and technology to support changing business requirements, further improve cyber security and monitor advances in emerging and sensing technologies for our assets and services. We will also collaborate with stakeholders developing the Tech Central precinct to optimise placement and access to digital infrastructure.

Developing community focused services

Our residents, business and communities are at the centre of our work to transform the City of Sydney's digital services.

The digital systems and processes in local government have traditionally been property centric, focused on managing land, planning, property, public infrastructure and associated regulatory services. While this work remains a core responsibility, this strategy reframes digital services by placing the needs of our communities – our residents, businesses, and the other agencies we interact with, first.

Our new service systems will integrate how we manage incoming service requests across all areas of service delivery. For example, if a community member chooses to email us about a topic, make a follow up phone call, and message us on social media, we will be better able to coordinate these points of contact and our response.

We also want to move a majority of our information and transactional services onto digital channels to make doing business with us faster, simpler, more personalised and accessible.

This will allow our communities to interact with us easily and in real time, see the relevance in the services and information we provide, receive timely alerts and notifications, and have better mechanisms to give feedback on our services.

Current trends that have influenced this strategy

Our community expects a high standard for digital services

Community expectations for digital services have escalated in the last decade. We have seen rapid digital services development in e-health, e-commerce, remote learning, entertainment, the arts, social services, and events. These expectations have been amplified by the Covid-19 pandemic.

The Greater Sydney Commission reports:

“A 700% increase in telehealth services and large-scale increases in collaborative work and social platforms since the pandemic was declared and a 300% increase in library e-loans illustrate how the pandemic is accelerating the digitisation of all areas of life. Over the last 10 years the proportion of households in NSW with access to the internet increased from around 70% to around 85% across all categories of households”.

(Source: Greater Sydney Commission, 2020, City-shaping impacts of COVID-19)

People's food and shopping decisions are also more likely to be digital. Around 82% of Australian households shopped online in 2020 and total purchases were higher by 48.5% on 2019 levels. (Source: Inside Australian Online Shopping eCommerce update, December 2021)

Expectations of clear and consistent government communications are growing

In 2019 the City of Sydney's research into customer service needs identified that across all age groups, between 68% to 81% of our communities wanted to access our services all in one place online.

Our communities expect us to provide information upfront and once only, minimise unnecessary interactions with them, protect their personal and transactional data, and keep them informed to a level they choose, and in a communications style they prefer.

They want connected services that meet their needs and account for the context of their interests and circumstances. For example, the range of connected services needed for a life event like moving house, or for a stage of life such as children needing childcare and holiday activities, or for entertainment.

They also want rapid end-to-end transactions. These include being able to book, pay and receive a receipt in real time, and access to high-quality automated chat assistance to provide general and transaction-specific information.

Customer experience (CX) has grown as an industry and practice in the business sector over the past decade. And people now expect similar business grade services from government agencies. The NSW Government has made substantial progress toward this goal, making connected services accessible through the Service NSW online portal.

The City of Sydney also needs to provide responsive digital services that are easy to access and use, and to a quality that matches or exceeds people's everyday experiences and expectations.

Our digital channels are designed to support equity and inclusion

The City of Sydney targets WCAG 2.1 AA accessibility standards as the preferred standard for our digital properties and we work to influence third party providers to meet this benchmark.

Our digital channels will support equity and inclusion, reaching more people more quickly and easily than in-person services. Language accessibility and translation services are becoming increasingly viable.

We are using insights on how people respond to our digital services to learn more about needs and preferences and better target these services over time.

We also know that some people will require or prefer in person or phone services. As more transactions and general enquiries are fulfilled through online services, we will be able to free up capacity to help people with more complex needs.

During the Covid-19 pandemic, we gained stronger insights into the need for public access to the information technology available in our libraries and community centres. Access to digital equipment remains an issue for some members of our community.

Our role is to provide a connected end-to-end digital journey

The City of Sydney serves residents, businesses, visitors, and partners through multiple separate systems. Examples include systems for planning and property management, rates, waste management and direct community services.

However, interacting with disparate systems can provide an inefficient and fragmented experience with respect to contemporary expectations.

We aim to create an end-to-end journey that seamlessly draws from different business systems for easier interactions. This will require integrating our internal systems and processes to enable consistent and appropriate communications and build lasting relationships with our community members.

Centralised governance supports these efforts setting standards, streamlining operations, and providing a coherent strategic direction.

Artificial intelligence technologies help enable responsive connected digital journey

Our communities expect a personally customised experience as they interact with our digital channels. Artificial intelligence algorithms can help deliver this experience by using previous interactions to tailor predictive search, to power the virtual assistant and other navigations to quickly guide community members to the digital services they want, automate manual processes and data capture, and support improved real-time decision-making processes.

The City of Sydney will approach the use of this key enabler ethically, taking care to ensure our algorithms are free of biases that may generate poor or unwanted outcomes.

Open banking and payment options are diversifying

With the increasing use of digital wallets and services such as PayPal, and in the context of the recent pandemic, people expect contactless payment processing options.

There has also been substantial growth in banking, payments and financial data accessibility standards that has changed the provider and consumer landscape.

The City of Sydney needs to monitor these developments and continue to integrate diversified payment methods into our digital services.

stages of our digital products and services. This will help ensure our services match our communities' needs, are easy to use and are informed by a diverse set of perspectives.

We will apply design and development standards and techniques to ensure our products and services are accessible and inclusive.

Third party systems will provide detailed transaction processing and data storage.

We will plan, design and execute integrations between systems to create a consistent and connected experience.

Priority actions

- Design and build a new, improved and richly featured customer portal and services layer (CityConnect).
- Progressively increase the range of digital services, using human-centred design practices, including co-design, and testing with our communities.
- Revise, redevelop and extend our digital channels for community engagement and consultation.
- Develop new and improved channels for booking and use of community facilities.
- Increase community access to digital equipment through focussed extensions to our public access to technology program and through partnerships with other providers in social services sector.
- Invest in integrations between systems to ensure a consistent and connected experience across our services.
- Extend our customer relationship management (CRM) solution to ensure technology works seamlessly for our communities across any channel.

Strategic statements

The City of Sydney will plan and develop responsive digital services that are easy to access and use, robust, always available, and at a level that matches our users' experience of digital products and services in everyday life.

We will use human-centred service design principles, involving co-creation and testing with users during the design and development



Figure 1. Person using mobile device on a bench in Hyde Park – Photo by Mark Metcalfe/City of Sydney

Managing information and data for public good

Information and data are arguably the longest lasting assets of any organisation. They underpin all the City of Sydney manages and does.

The ever-increasing volume of information and data created in the digital economy present huge opportunities for community and societal benefit, but also considerable risks.

We need to protect information and data to ensure privacy and confidentiality, full and accurate records, long term access to records, and preserve history for future generations.

We manage information and data to comply with: *State Records Act 1998 (NSW)*; *Government Information (Public Access) Act 2009 (NSW)*; *Privacy and Personal Information Protection Act 1998 (NSW)*; and *Health Records and Information Privacy Act 2002 (NSW)*.

Providing public access to information and data remains essential

Openness and transparency are the cornerstones of public sector institutions, promoting good governance, accountability, and high levels of community participation and trust.

As a NSW public sector organisation, we must comply with the Government Information (Public Access) Act 2009. This law is overseen and monitored by the NSW Information and Privacy Commission, which has a mandate to contribute to social and economic wellbeing in NSW by leading effective information access and privacy.

The City of Sydney has robust practices in place to comply with this Act. These practices need to keep pace with changing community needs and expectations, with more information and data being published under our proactive disclosure program.

The City of Sydney's Data Hub plays an important role in open access to information and supporting community innovation through open data sets, interactive maps, applications, and dashboards.

Trends that have influenced this strategy

Data protection and ethics are mainstream expectations

Australia has long been at the vanguard of privacy, confidentiality and data ethics.

Strong privacy, access to information, and records management legislation are administered and monitored by federal and state bodies.

The City of Sydney has high standards in privacy, confidentiality, security, ethical use, and record keeping, but we need to continuously improve and remain vigilant.

Growth in big data and analytics will change how we interact with our city

The astonishing growth in data worldwide along with advances in technology continue to drive growth in data analytics – the application of machine learning to understand patterns, predict the future, and help determine the best course of action.

Spatial analytics is particularly important for local governments as it provides insights on the built form and how people interact with it – what is working well and where improvements can be made.

Digital twins – near-time models of a place, building, or even city – continue to evolve underpinned by spatial data exchange, sensors, and spatial analytics. These have the potential to fundamentally change the way we understand, plan, and manage our area. When combined with virtual and augmented reality, the way we experience the City of Sydney area is also open to fundamental change.

Strategic statements

The City of Sydney will ethically manage personal and confidential information to prevent harm to people and organisations.

We will establish robust controls for Generative AI to ensure it is used responsibly, ethically, and will do no harm to people and organisations.

We will provide and promote equitable public access to City of Sydney information and data to meet the spirit and requirements of the *Government Information (Public Access) Act 2009*.

We will contribute to the information economy to foster innovation.

We will manage data in line with record keeping and archival requirements to ensure defensible business decisions and preserve history for future generations.

We will optimise the volume of physical and digital information and data to be managed and stored to ensure continued compliance with legislation, minimise costs, and reduce environmental impacts.

We will provide business and spatial intelligence for better planning, operations, and decision making.



Figure 2. Building data analytics capabilities – Sydney harbour skyline – Photo by Abril Felman / City of Sydney

Priority actions

- Establish data stewardship across the City of Sydney with a focus on privacy, confidentiality, security, ethics, quality, and sharing.
- Engage with academia, industry, and communities about our data hub and our archives and history resources catalogue to inform, engage, educate, and improve services to the community and encourage innovation.
- Develop a document publishing hub that complements the City's data hub and facilitates easier access to information.
- Digitise business processes for mobility and efficiency and improve data quality, data sharing, and records management.
- Deliver business and spatial intelligence and analytics solutions that provide actionable insights for improved planning, operations, and decision making.
- Digitise physical information for improved access to information, compliance with record keeping legislation, reduced storage, and management costs, and reduced environmental footprint.
- Educate the City of Sydney's workforce in information access, information and data governance and management, and business intelligence.

Optimising technology and communications infrastructure

Local governments now rely on digital and communications technologies as essential infrastructure for their services. Even services that are provided face to face or involve the planning, management, and maintenance of the physical aspects of the city and public domain rely on digital systems and technologies for planning and administration. Without reliable, fit for purpose technology the City's business continuity is at risk.

This dependence on technology to provide core local government services means we need longer term planning and appropriate investment. We also need strong capabilities to achieve the necessary standards, reliability, and security of services that support Sustainable Sydney 2030–2050 business outcomes.

Trends that have influenced this strategy

Digital systems and their supporting networks have become a core capability for resilient service delivery

We depend upon an increasing asset base to provide our services digitally. This has implications for funding and investment and managing this asset base to ensure digital services are secure, integrated and continually available.

The 3 main classes of technology assets are:

- public facing service channels, information display and data collection interfaces
- internal administration and operational systems to complete transactions and store the associated data and records
- digital infrastructure including data storage, networks, cabling and switching devices.

The City of Sydney uses a mix of vendor provided products and systems spanning these asset classes. Our employees are responsible for ensuring daily availability and continuity of the technology services, for constructing integrations between systems and for assurance of vendor deliverables.

Sufficient budget is required to ensure appropriate lifecycle management of these classes of asset, including project work for major uplift and renewal, and funded programs for management and maintenance.

Planning and managing these assets also requires a skilled workforce with capability in a range of electrical engineering specialisations including infrastructure, networking, applications development and integration, cyber security, and end user computing. The City of Sydney must attract and retain a sufficiently skilled engineering workforce to effectively manage this critical and complex set of assets and providers.

The associated resource requirements are recognised in our long-term financial plan and our people strategy.

Working digitally has become mainstream

In the past 2 years our expectations and capabilities to work digitally have escalated rapidly and with this our ways of working have changed. Our workforce has become more digitally adept, adopting new tools and techniques for working effectively remotely but together and for collaborating and sharing knowledge, documents and workloads.

This shift means that we have an increased need for up to date, high performance, well secured end user device fleet and an operating environment to support our employees to work digitally.

Australian local government systems are highly customised and a long-term asset class

Local government services are delivered within a web of organisational and administrative arrangements. In Australia there are variations in the range of services and regulatory requirements in each state, and variation between regional and urban areas.

Local government business systems are thus highly configured and customised to meet local scope and regulations – they are bespoke and not easy to change or replace. This adds cost and limits the City of Sydney's choices.

In the scale of all business, local government is a very small sector. The vendors servicing the Australian local government market are few and are also challenged with keeping pace with consumer quality expectations.

The City of Sydney acknowledges these constraints and aims to optimise its investment in these complex long-term underpinning systems.

We also need to integrate with the broader government ecosystem

There is a growing interdependency between the digital systems and services at state and local government levels and this increases the complexity of the digital systems we manage.

The NSW Government, through agencies such as Service NSW and Department of Planning and Environment, also seeks to provide connected, consistent, and accessible digital services. It has developed new services in land use, strategic planning, development, lodgement and assessment, and a range of

data transfers for building certification. Further developments are in progress or planned.

The City of Sydney will liaise with relevant agencies to understand their digital development plans and roadmaps, and this will inform our technology management and resource planning.

Service hosting options require periodic and in-context assessment

There are 3 main hosting and management options for the systems and technology deployed by any organisation to deliver its services.

Pure “cloud services” are standardised services that are owned, developed, and managed by others. These are accessed with a subscription fee.

Vendor hosted services are where the provider establishes a customised system and operating environment for specific use by an organisation over an internet connection. The provider manages availability and periodic upgrades for that specific environment.

On-premises management is where a product or service is installed in the organisation's data centre under licence, and its availability, operating environment and upgrades are managed by the organisation.

The City of Sydney will continue to use a mix of all 3 service provision methods to provide a resilient and available service. The methods selected for a service depend upon several factors including product maturity, our needs for data storage, cyber security and access control considerations, comparative costs between methods, and needs for integration with other City of Sydney systems and services.

Many providers of generic platforms and common enterprise processes, such as collaboration platforms and tools, financial and human capital management systems, have transitioned to offer their products via cloud services. Consuming these services via subscription, transfers the cost of digital technology from a capital expenditure to an operational expenditure and this needs to be factored into long term financial planning.

Emerging technologies and methods require ongoing assessment

Many industry sectors are incorporating innovative capabilities such as augmented and virtual reality, blockchain, digital twins, quantum computing and robotics into their business operations. The City of Sydney maintains awareness of the application of these technologies, to assess their beneficial applicability in relation to our business needs. Key areas include the use of augmented reality for visualisation of proposed changes in the built environment and public domain, and digital twin capabilities for modelling, mapping, and managing assets, buildings, and landform.

Digital infrastructure in the urban realm requires greater planning and management

Modern global cities increasingly rely on digital infrastructure for effective and efficient operations. The data and alerts generated from sensing technologies such as cameras, probes, and meters, can potentially assist many aspects of city planning and operations. Candidate areas include kerbside management, pedestrian flow, lighting management, waste management and resource recovery, water management in relation to consumption, quality and reuse, environmental condition sensing, safety management, and building management.

Sensing technologies need access to reliable network connections, adequate computational processing power and sufficient network bandwidth to efficiently transmit data.

For example, sensors that report on the state of a service, such as water flow speed, or air quality, typically log and report small volumes of data periodically. Devices that manage traffic flow must assess large volumes of data in real-time and need a large bandwidth and/or computational processing (edge computing) close to the sensor.

These technologies require extensive planning and management that consider these factors:

- **Forward planning:** anything designed in the urban setting involves long-term planning
- **Cost management:** the cost of retrofitting technologies is far greater than designing

into initial construction or planned major refurbishments. Ongoing cost of maintenance and renewal needs to be built into asset management plans

- **Jurisdiction:** who has primary responsibility for the asset. In Australia, many sensing technologies are managed by other government agencies such as transport, police and emergency services, and through everyday life such as cars, building management systems, home management systems and smartphones. These rely on our telecommunication network carriers
- **Data sources and services:** Many data aggregators already collect data from a range of sources, which can be alternate data sources for city services planning and management
- **Ethical use of data:** data from sensing technologies and third-party services must comply with privacy principles
- **Cyber security:** systems and data from sensing technologies must be protected from intentional and unintentional compromise in terms of access and its veracity and availability
- **Network density:** migration from prevalent 4G to forward network protocols including 5G, Wi-Fi and LoRaWan are increasing the density of street level equipment
- **Aesthetics and public amenity:** good planning and design is required to ensure sensing technologies and the networks they rely on do not degrade amenity in the public domain.

Our focus will be to establish policies and initiatives that encourage the business community, service delivery partners and the City of Sydney to adopt and expand infrastructure that contributes to our Sustainable Sydney 2030-2050 vision.

Collaboration and partnerships with these groups will be critical to establishing the foundation for emerging and as yet, unknown capabilities across the city.



Figure 3. Securing digital services – Sydney Tower and skyline - photo by Abril Felman / City of Sydney

Cyber security threats increasingly sophisticated

Whilst advancements in computing technology offer significant social and economic benefits, they also improve the capabilities of malicious cyber actors who continue to target Australia's networks with increasingly sophisticated attacks.

In FY2023-24 the Australian Signals Directorate (ASD) responded to over 1,100 cyber security incidents, highlighting the continued exploitation of Australian systems and ongoing threat to our critical networks.

Cybercrime remains a persistent and disruptive threat, with cybercriminals capitalising on new technologies, such as artificial intelligence, to further reduce the skill level needed for them to operate. Business email compromise and fraud were among the top self-reported cybercrimes for businesses and individuals in FY2023-24, with ransomware and data theft extortion still a pervasive and costly threat. Ransomware alone accounted for 11% of all incidents to which ASD responded, a 3% increase from last year.

The City of Sydney continues to build on its strong foundation of policies, processes, and controls to protect technology assets and services from both intentional and unintentional compromise across its infrastructure to further improve its security posture. As in previous years, the strong focus on cyber security will continue to be an integral part of our technology planning and management.

Strategic statements

The City of Sydney will continue to plan and maintain 4-year and 10-year outlooks for best practice lifecycle management of information and technology assets to ensure continuity of services, transition to digital channels, integrated efficient systems and effective digital working.

We will define, attract, and retain a sufficiently skilled workforce to plan, manage, assure, and maintain our digital services, systems, and infrastructure.

We will prioritise the deployment and continual upgrade of sufficiently performing network and end user devices that enable our workforce to work digitally.

We will continue to periodically assess the most appropriate hosting environment (cloud, hosted, or on premises) for our business systems and collaboration platforms to inform our project roadmaps, and also at inflection points when we procure new products or upgrade existing facilities.

We will liaise with relevant government agencies to understand their roadmaps for digital development as inputs to our technology and resource planning.

Information and Technology Strategy

We will optimise investment in our long-term foundational systems through effective configuration and integrations.

We will continue to monitor and advise on emerging technologies and their communications networks to assess their benefits and ensure appropriate installations in the public domain.

We will collaborate with relevant owners, regulators, and operators of infrastructure for water, energy, transport, and communications who are delivering projects for development and installation of digital infrastructure.

We will continue to extend our cyber security capability to align to industry best practice guidance, including recommendations from the Australian Cyber Security Centre (ACSC), Australian Information Security Manual and with reference to the international framework ISO27001 – Information Security Standard.

- Review and renew data centre services to respond to changing requirements for key city business systems and further strengthen the environmental performance of our infrastructure and end-user devices.
- Increasingly advocate for effective regulations to balance the interests of the public domain with the requirements for increased density of communications infrastructure.
- Monitor advances in emerging technologies, including sensors, and how they can help in the planning and management of our assets and services.
- Increase focus on reducing risks relating to vendor provided systems.
- Respond to revisions of Australian Cyber Security Centre guidance to identify any adjustments required in our approaches and programs.
- Review and confirm the long-term plan of management for our core local government business systems of record.
- Collaborate with stakeholders developing projects within the Tech Central precinct, to ensure optimised siting and access to digital infrastructure.

Priority actions

- Mature our enterprise architecture practice to govern the design and development of technology services and support the effective coordination and integration of internal and external components.

Governance, management and risk

As an integrated part of the City of Sydney Resourcing Strategy, the Information and Technology Strategy guides a sustained course of action in a rapidly and ever-changing environment.

Over the term of this strategy, technology platforms and business systems that were once desirable for service delivery and business operations, will become primary channels. This means they must be treated as core and critical assets that are continuously managed through a lifecycle of planning, development or acquisition, maintenance and uplift, and/or replacement and retirement.

Governance systems need to keep pace with this change, including systems for ethics and security. We need a strong ethical framework to protect privacy and secure data. Maintaining our critical technology infrastructure to prevent cyberattacks is crucial.

The City of Sydney's executive and its budget and project management processes provide oversight of the direction and delivery of information and technology planning, service delivery and projects. They also consider and guide information and technology risk management and ensure ongoing alignment with organisational strategic priorities.

The Information Protection Coordination Group provides advice and assistance across the City of Sydney on privacy, information security, data governance, records management, and ethics.

Service delivery and performance outcomes are included in the City of Sydney's planning hierarchy of annual operational plans and 4-year delivery program, with regular progress reporting in place.

Information technology risk and audit assessments are done periodically and reported through our audit, risk and compliance committee. The City of Sydney's annual financial audit process has a strong focus on assessing the related technology and systems controls related to financial outcomes. This audit is completed by the Audit Office of NSW and reported to NSW Parliament.



Figure 4. Information on the go - Sydney Town Hall clock – Photo by Abril Felman / City of Sydney

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CITY OF SYDNEY



Community Engagement Strategy and Community Participation Plan 2025–2029

DRAFT

CITY OF SYDNEY



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Cover image: Children's summit for the Community Strategic Plan. Photo by Damian Shaw / City of Sydney

Acknowledgement of Country

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

We acknowledge their continued care and protection for the lands and waters of this place since time immemorial.

Introduction

Our commitment to engage

Community participation is a guiding principle of effective and accountable local government. We are required to engage the communities that we serve – the people, organisations and businesses that have a stake in the future of Sydney and are impacted by the decisions made by the City of Sydney.

This document is a framework for how we engage communities in the decisions made at the City of Sydney. It outlines the legislative requirements, guiding principles, approaches and processes we use to ensure our engagement is clear, accountable, meaningful, inclusive and accessible. It describes the role communities play in our decisions about projects, policies, strategies, programs and services.

“To achieve our super connected city in every way, the first thing for us is good governance on all levels implemented to restore true democracy. This means for us meaningful community consultation at every stage.” Advisory panel member



Image 1. Emerging Civic Leaders program for the Community Strategic Plan Image credit: City of Sydney

Informing our engagement approach

Engaging on the community strategic plan

The City of Sydney engaged with communities extensively to develop a new long-term community strategic plan to deliver Sustainable Sydney 2030-2050 Continuing the Vision.

The 18-month engagement process was awarded Australasian Project of the Year in 2020 by the International Association of Public Participation and was recognised as one of the top 3 projects internationally.

We started the process in 2018 by asking community members how we would know if our engagement with them was effective. We continued to ask participants for feedback on our approach throughout the process. This information has been used to improve and refine our engagement approach.

Feedback also included explicit recommendations on the importance of involving communities in decision-making for the future of Sydney.

First Nations community members asked us to be brave and be the first city to recognise cultural authority and embed it in governance structures and decision-making. People raised the importance of speaking for Country and listening to the voice of Country.

Children and young people told us about the importance of listening to their views in planning for the future – as they “will be the ones to live with the decisions we make now and they have unique perspectives and creativity.”

Businesses identified collaboration, co-working and partnerships as characterising the future. The creative sector said Sydney should strengthen its creative relationships and encourage collaboration and that communities should actively participate in shaping their own identities.

The final step in the engagement process was a Citizens’ Jury. This group of 43 randomly selected and demographically representative citizens considered the insights gathered from the community engagement process and recommended concepts to transform Sydney by 2050. The first 2 of their 8 recommendations addressed community participation in decision-making:

Recommendation 1 – participatory governance: a new model of governance that genuinely engages citizens in decision-making on all levels which is responsive and adaptable.

Recommendation 2 – First peoples of Australia leadership and representation: the Traditional Custodians of the land being able to play a central role in how to shape the city, through active participation in governance that is embedded and respectful.

We continue to engage our diverse communities on our plans to achieve the vision for Sydney in 2050. In 2025, we refreshed our community strategic plan based on community insights from more than 13,500 pieces of feedback collected between 2022 and 2024. The insights reflect a community that continues to deeply value a transparent and accountable government. Communicating how feedback has been considered in the decision-making process is important to improving the level of trust in governments.

Resilient Sydney strategy

The Resilient Sydney strategy was developed with 33 metropolitan Sydney councils, the New South Wales (NSW) Government, business and communities. The first strategy was adopted in 2018. The current strategy, Resilient Sydney Strategy 2025 – 2030 is based on comprehensive community engagement and a resilience risk assessment carried out in 2023/24. This was funded under the joint Australian Government – NSW Government national partnership agreement on disaster risk reduction. City resilience is the capacity of individuals, communities, businesses and systems within a city to survive, adapt and thrive, no matter what kinds of chronic stresses and acute shocks they experience.

The engagement process for the strategy identified community agency as essential to community resilience. Communities want to work in collaboration and partnership with governments and businesses. The strategy affirms this in directions 3 and 5.

Direction 3: Connect for strength

Embed dignity principles in leadership and engagement.

Engage children and young people in decision making about the future and their wellbeing.

Direction 5: One city

Promote and participate in collaborative governance and engagement for Greater Sydney.

Ongoing insights

We also drew insights to inform this strategy from the City of Sydney's Aboriginal and Torres Strait Islander Advisory Panel and the Disability (Inclusion) Advisory Panel and ongoing engagement with businesses and the creative sector. We spoke with City of Sydney staff who deliver services directly to communities and have expertise in working with particular groups. We evaluate our engagement and we continue to seek feedback from community members about what works for them.

Accessibility

There is an online [online guide to council decision-making](#) which explains how the council makes decisions and how community members can be involved. This guide was developed with the Disability (Inclusion) Advisory Panel.

This community engagement strategy is also available as an [Easy-Read version](#).

Understanding the legislative and decision-making framework

City of Sydney decision-making

The City of Sydney is a local council responsible for a range of services within its designated local area.

We seek input from communities when we develop projects, strategies and plans. These views are put to council, made up of 10 elected councillors, to discuss and vote on. We provide councillors with the outcome of community engagement to assist in their decision-making.

At the City of Sydney, issues are discussed and considered at regular council committee meetings where members of the public can speak to specific decisions before council. Then a formal decision is made at a council meeting the following week. The council can also delegate certain decisions to the Lord Mayor and to the Chief Executive Officer (CEO).

The council committees where members of the public can address councillors are:

- Corporate, Finance, Properties and Tenders Committee
- Environment Committee
- Cultural and Community Committee
- Transport, Heritage and Planning Committee

There are the guidelines for speakers at council committee meetings.

Members of the community can also speak at meetings of the Central Sydney Planning Committee and our Local Planning Panel. The Central Sydney Planning Committee determines applications for major developments with an estimated cost of more than \$50 million. The committee was established under the City of Sydney Act 1988 and is made up of the Lord Mayor, 2 councillors and 4 members appointed by the Minister of Planning.

The Local Pedestrian, Cycling and Traffic Calming Committee considers proposals where required by NSW Government delegations, or where there are a significant number of opposing views in the community after community engagement.

This body considers the needs of people who walk, drive or cycle in our area and gives technical advice to our council. It includes representatives from the City of Sydney, NSW Police, Transport for NSW, local members of the NSW Parliament, and other NSW government agencies. The Committee enables coordination across responsible authorities. However, it does not have decision-making powers. Members of the community can address the Committee on matters listed on the meeting agenda. Some elements of community engagement are directed by state government legislation. This includes the Local Government Act 1993 and Environmental Planning

and Assessment Act 1979 which both require plans outlining how the City of Sydney will engage the community to inform decisions. Others include Crown Lands Management Act 2016 and Roads Act 1993.

Appendix A includes a list of NSW legislation, standards or policies that outline requirements for community engagement.

There are many other occasions where we seek community insights and involvement in the development and delivery of projects, strategies, programs and services. In some cases, community engagement is required to inform a decision of council and at other times input from the community is incorporated into the project, program or service in implementation.

Local Government Act and integrated planning and reporting

All councils are required to have a community strategic plan that sets long-term goals and outcomes. This plan, along with a long-term financial plan and delivery program ensures the needs of the local area and communities are planned for and met. These documents along with other mechanisms, including a community engagement strategy, make up the integrated planning and reporting framework.

The Local Government Act identifies community participation as a guiding principle of local government. It states that councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

The Act also requires councils to “establish and implement a community engagement strategy for engagement with the local community when developing its plans, policies and programs and for the purpose of determining its activities (other than routine administrative matters).”

The Office of Local Government has guidelines specifying the community engagement strategy should be reviewed and adopted by council every 4 years. This document aligns with the Office of Local Government guidelines and standards.

Environmental Planning and Assessment Act and community participation plan

We apply a community participation plan in carrying out our planning functions. This plan meets the requirements of the Environmental Planning and Assessment Act, which specifies community planning panels and mandates community consultation in planning matters for all councils in the Greater Sydney region and other specified areas. It describes mandatory requirements that the City of Sydney must meet for public exhibition and notification processes for land use planning matters.

The City of Sydney’s community participation plan is included in this document to make it easier for community members to understand. However, it can read as a stand-alone plan that responds to the requirements of the Act.

There are mandatory statutory timeframes for the public exhibition of planning related documents and applications including planning proposals, planning agreements and development applications. These are set out in the Act and the Environmental Planning and Assessment Regulation 2021.

Mandatory public exhibition timeframes for relevant planning matters and the associated notification processes are described in the chapter on land use planning and in appendices C, D and E which make up the community participation plan.

Both the community engagement strategy and the community participation plan follow the guiding principles identified in this document (chapter 5). These are additional to the requirements of the Environmental Planning and Assessment Act and but reflect good practice in engagement and the City of Sydney's overall approach.

Privacy

The City of Sydney is committed to protecting the privacy of personal information we collect from our community. Our Privacy Management Plan explains how we manage personal and health information under NSW privacy laws including the Privacy and Personal Information Protection Act 1998 and the Health Records and Information Privacy Act 2002. It includes information on how to access and amend personal information. It also guides our employees on how to comply with the NSW Information Protection Principles and Health Privacy Principles when we collect, store, use or disclose personal information.

We collect personal information in a variety of ways in order to perform services and functions. We assess the appropriate level of personal information to be collected on a case-by-case basis with a view to minimising the amount of personal information we collect and manage. We use personal information for the purpose for which it was collected and may use it as is necessary for the exercise of other council functions.

We actively engage with our communities through a range of methods outlined in this strategy. We use personal information, such as contact details, in different ways to interact with community members depending on the nature of the project, strategy or service.

Where legislation requires us to inform and engage our communities, we use personal information, including rates records, that we already hold for other purposes to contact people.

We also use personal information provided to us by individual members of our community, such as email addresses, to involve them on other issues that we think might be of interest or relevance to them and to better meet our community engagement commitment. For example, we may email participants who have provided feedback on previous community consultation initiatives (through Sydney Your Say) about new plans for their area. We may invite specific program attendees to subscribe to a program newsletter or attend other information sessions.

Non-residential rolls

Non-residents are owners, occupiers and rate paying lessees of rateable property in the City of Sydney local government area, or their nominees, who are enrolled to vote in another local government area. Eligible non-residents can voluntarily make a claim to be on the non-residential roll.

The communities we serve

Defining community

The Local Government Act requires councils to engage their “local community”. Defining the local communities the City of Sydney serves is complex.

We have over one million people – residents, workers, students, businesses and visitors who spend time in the local area, every day. A mix of cultural organisations, educational institutions, international tourism sector, corporate headquarters, peak bodies, advocacy groups and government departments are based in the local area because of Sydney’s role as a capital and global city. We also have non-resident property owners and occupiers – with properties, both large and small.

These communities are diverse. The people who rely on Sydney as the place they live, work, study, do business, access services or visit are also connected to other places around the world. The City of Sydney recognises our responsibilities that are created through these connections of our communities to other communities.

Our local communities are all of these people and organisations that have a stake in the decisions the City of Sydney makes.

Recognising diverse communities

One way to understand the complexity of the communities in the City of Sydney is through how communities of people relate to an issue or decision. The types of communities described below overlap and intersect.

Communities of place

Many of our projects aim to improve places. Often the most interested and impacted communities are those that live or work around these projects. For example, when consulting on improvements to a neighbourhood park, we aim to reach the local residents, property owners, schools or childcare services and nearby businesses.

Communities of place also include groups of people who hold a particular connection to a place because of its historical or cultural significance, such as Aboriginal and Torres Strait Islander communities with Redfern; people of diverse sexualities and genders with Oxford Street and diverse Asian cultures with Haymarket and Chinatown.

People may also closely associate with the activities that take place there, for example members of sporting, community garden or cultural groups. They might belong to less formal groups, such as skaters who use a skate park or people using the local library or community centre.

Communities of interest

Communities of interest organise around an issue or activity. These may include:

- different business sectors, such as tech startups or hospitality
- large corporates or owners of small local businesses
- professions we engage with such as architects and urban planners
- peak bodies, advocacy and industry groups, like NSW Council of Social Services, People with Disability Australia, Property Council or Committee for Sydney
- not-for-profit organisations and services with a common purpose such as sustainability or affordable housing.

Communities of interest may form advocacy groups and networks that the City of Sydney can tap into, such as business chambers, resident action groups and interagency networks. These communities may also convene around a shared activity – sporting or recreational clubs, bush care and gardening groups, cultural and creative communities and people involved in informal activities like dog walking.

Communities of identity

These communities define themselves. They include Aboriginal and Torres Strait Islander communities, people with disability, LGBTIQA+ communities, and multicultural communities. These communities may gather around cultural and religious beliefs. Communities of identity may associate by age, for example groups of young people or older people. Sometimes these groups form because of shared experiences, for example social housing residents who live in a particular neighbourhood. People's lives are shaped by their identities, relationships and social factors.

It's important to remember there is diversity in these communities meaning there may be smaller groups within them. It's also important to remember that intersectionality exists, and people's identity can overlap across these communities. For example, a person can be Aboriginal and Torres Strait Islander as well as a person with disability.

Communities of need

The pandemic reminded us that the needs of people must take priority.

People are facing food insecurity, housing stress or homelessness and economic hardship. They may have difficulty accessing services including digital information channels.

The City of Sydney works in a way that ensures people's needs are understood and addressed so they can take part in daily life and our decision-making processes.

“Hopefully there will be more kindness and tolerance now.” – City of Sydney community recovery plan survey respondent (May 2020)

Communities of the future

Perhaps the most important communities to consider in our decision-making are the communities of the future. Their perspectives are often difficult to consider. Two ways we can try to include the perspectives of communities of the future in our engagement are:

- consulting children and young people who will live with the impacts of our decision-making the longest
- asking the people who we consult to consider the needs and perspectives of those who may not be here yet.

“We are the ones who are going to have to live through the things we choose right now” Youth Summit participant



Image 2. Children’s Summit for the Community Strategic Plan. Image credit: Katherine Griffiths / City of Sydney

Government and institutional stakeholders

The City of Sydney works in an environment of other levels of government with overlapping or complementary responsibilities. We consult each other when we develop and implement our strategies and projects. State government agencies also consult communities in our local area. When this happens its important people are clear about who and which level of government – local, state or federal – is responsible for making decisions.

We have Principles of Cooperation with the Metropolitan Local Aboriginal Land Council respecting their status under the Land Rights Act 1983.

We engage with educational institutions including the tertiary sector, schools and early learning centres that provide important community connections in our local area. An example is our memorandums of understanding with the University of Technology Sydney and the University of Sydney.

We’re working more with health providers to understand community needs, respond to urgent situations and plan for the needs of future communities.

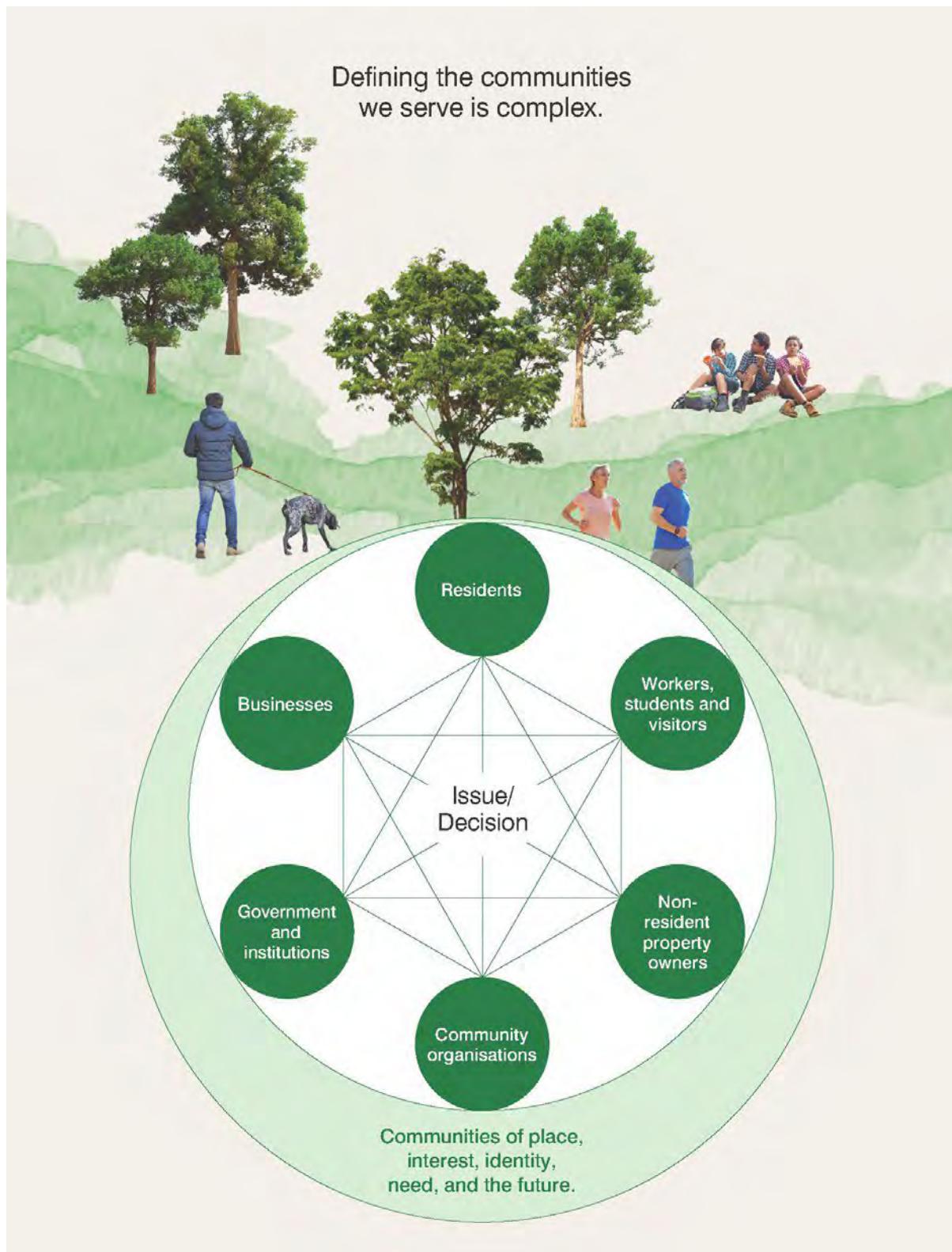
We work collaboratively with state government agencies and local services in developing shared approaches to support social housing residents across the city and to ensure their voices and needs are heard and understood, particularly with urban renewal projects.

The City of Sydney works with the 33 Greater Sydney councils on issues that cross local government boundaries on the Resilient Sydney strategy and programs focusing on economic, environmental, cultural and governance development.

We also work with state government agencies to inform Greater Sydney and state level policies, plans and strategies. We champion engagement with communities to better inform approaches to land use planning, infrastructure provision, program development and city-wide targets and benchmarking.

We're a member of national and international groups including the Council of Capital City Lord Mayors, global Resilient Cities Network and C40 Cities Climate Change Leadership Group.

Figure 1. Defining community



A snapshot of our city

By June 2024 the City of Sydney local government area was home to an estimated 237,278 residents. There were 40,039 new residents compared to 2023.

There were an estimated 520,000 jobs located in our area.

The City of Sydney's gross regional product is estimated at \$146 billion (2023), which represents 21.4% of the gross state product.

Demographic profile

City of Sydney residents are relatively young, with a median age of around 34 years (2021). This compares with a median age of around 37 years in Greater Sydney residents.

Over 22% of residents live alone in one person households. Nearly 63% or nearly two thirds of city residents live in family households with a partner and/or children or other relatives. Group households accommodate another 15% of residents.

City of Sydney residents are well-educated with 53% of those aged 15 and over holding bachelor or higher degree and 11% attending university. This compares with 33% with bachelor or higher qualifications across Greater Sydney and 6% attending university.

Higher educational attainment is also represented in the 2021 employment profile of our residents. A total of 42% of employed City of Sydney residents were professionals – more than any other category – while 19% were managers – the second highest occupational group. In comparison in Greater Sydney 29% were professionals and 15% managers – the next highest occupational group.

Cultural diversity

Almost half of our area's residents were born overseas, with 35% of the overseas-born residents arriving in Australia between 2016 and 2021. Residents born in Asia comprise one-quarter of the population of the city.

More than one-third of city residents speak a language other than English at home, the most prevalent of which is Mandarin followed by Cantonese, Thai, Spanish, Indonesian, and Vietnamese.

Work and transport

There was a 69% labour force participation rate among City of Sydney residents in 2021. This represents the number of people working or looking for work as a percentage of the total residential population aged over 15 years. Of this group, 94% were employed and 6% were looking for work.

Almost two thirds – 64% – of City of Sydney's resident workers were employed locally.

On the 2021 census day (during Covid-19 lockdown), 63% of resident workers either worked at home or did not go to work, compared to 11% in 2016.

Housing

A total of 54% of City of Sydney residents were renting their home privately. A further 31% of households were purchasing or fully owned their home and 7% lived in social housing (2021). The balance did not state their tenure.

Community engagement framework

What is community engagement?

Community engagement or public participation is the process of involving people in the decisions that affect their lives.

Community engagement strengthens our planning and delivery of projects and services by helping to:

- create a vision and new ways of thinking
- understand the needs and aspirations of communities
- challenge our assumptions
- check that we are on the right track
- refine and implement projects, programs and services
- empower communities to act.

It enables good governance and informed decision-making by promoting shared responsibilities for decisions. It supports an open approach to managing risk by providing a strong foundation for understanding decisions and building trust within our community about the decision-making process.

Engagement outcomes

Community engagement at the City of Sydney aims to:

- create better solutions for our local area. Drawing on local knowledge from a diverse group creates solutions that are practical, effective and responsive to needs.
- increase trust in our governance and decision-making processes. Working together improves communication and understanding.
- develop sustained collaboration, partnerships and new ways to involve and empower communities to achieve Sustainable Sydney 2030-2050 Continuing the Vision. Engaged and active communities will drive change.

The process of community engagement

One way to understand different types of engagement with the community is through a continuum from informing through to empowerment.

Informing takes place when a decision has already been made or action is required, and we need to make sure that those affected are aware of the facts. *We are keeping you informed*

Consulting takes place when a project requires some input or feedback before part of the project or decision is progressed. *We care about what you think.*

Involving takes place when we work with the community to develop alternatives and identify preferred approaches. *You are helping us think and act differently about the issue.*

Collaborating takes place when we partner with stakeholder or community groups to work out what needs to be done and to develop and implement solutions. *Your leadership and expertise is critical to how we address this issue*

Empowering takes place when final decision is put in the hands of the public. *We will implement what you decide.*

All engagement processes need to inform and most will have some level of consultation. Some projects will require community involvement and collaboration. On a few occasions, the City of Sydney is able to delegate decision-making to members of the community on all or parts of a project.

Engagement principles

The City of Sydney's approach to community engagement is guided by the following principles:

These principles are informed by the core values of the International Association of Public Participation. They apply to everyone who participates in the City of Sydney's engagement process no matter what their age, gender, views, interest in the outcome, wealth or cultural background.

Our engagement processes have integrity.

We will make sure our engagement is clear in scope and purpose. Our engagement will be timely, accessible, well-planned and meaningful.

Our engagement activities are inclusive and accessible.

We will strive to capture a range of values and perspectives. We will design engagement activities that overcome barriers to people being able to participate. We will strengthen the capacity of our communities to participate in decision-making.

Our engagement is two-way.

When we engage, we will promote dialogue and open up genuine discussion. We will support people with accurate information and create a space to weigh up options and develop common understanding.

Our engagement influences the decisions we make.

We will publicly report the outcomes of community engagement and show how these influenced the decision. We will provide feedback to participants on the results of their contribution. People will be able to see and understand the impact of their involvement.

These principles are informed by the core values of the International Association of Public Participation. They apply to everyone who participates in the City of Sydney's engagement process no matter what their age, gender, views, interest in the outcome, wealth or cultural background.

Planning engagement that is fit for purpose

There is no single perfect approach to engagement. The City of Sydney delivers a range of different strategies, projects, programs and services. It is important that the community engagement process matches in each case and is fit for purpose.

When we plan engagement on a project, strategy, program or service we consider:

Impacts

Who are the people who will be impacted by the decision? How many people will be impacted? And what are the impacts?

Context

Why are we doing the project? What is the history of the project? What other issues may impact that community? What constraints do we have, such as timeframes set by other levels of government?

Scope

How much influence can the community have on the outcome? What are the negotiables and non-negotiables? What is the scale of the project? What is its budget?

Based on the answers to these questions, engagement can range from simple to complex. Our analysis shows us when we should engage deeply with communities or simply inform them.

The amount of effort we apply to an engagement process fits the requirements of the decisions being made. This informs the combination of engagement activities we use each time.

We list types of engagement activity in appendix B.

Reporting the results of engagement

The information we collect through community engagement helps our staff and councillors make decisions. It is also important that the community can easily access the outcomes of community engagement.

The City of Sydney publicly reports the details and outcomes including:

- consultation activities undertaken
- activities to promote participation in the consultation (for example letterbox drops)
- number of people and organisations who participated and key demographic information
- feedback from our communities (for example survey results and workshop outcomes)
- summaries of key issues and themes raised and how we intend to respond to each of these
- online engagement activity, such as number of visitors, document downloads, video views and comments and social media statistics.

Engagement reports can be found as supporting documents to council papers and we share the results on the consultation pages of the City of Sydney's website. People who participated in the engagement and provided contact details are always notified when results are available.

Using developments in digital technology, we continue to increase the channels and tools we use to report the outcomes of community engagement.

Evaluating engagement

We evaluate our community engagement against our guiding principles and in line with the complexity of the engagement process. We use the knowledge gained through evaluation to continue to improve our engagement practice.

We use community feedback, insights from project teams, information from our website and the demographic information we collect to understand how well our engagement activity measures up against our guiding principles.

Value: Integrity

Goal	Measure
The project is clear in scope and purpose.	Feedback gathered through engagement is relevant and useful.
The project is well designed and implemented.	Engagement plans are developed identifying impacted communities.
Communities are informed	Projects are publicised and materials are viewed.

Value: Inclusiveness

Goal	Measure
We capture a range of perspectives from different people.	Feedback is received from a diverse range of people identified in the engagement plan.
The participation experience is accessible.	Activities are accessible and suitable for diverse communities.

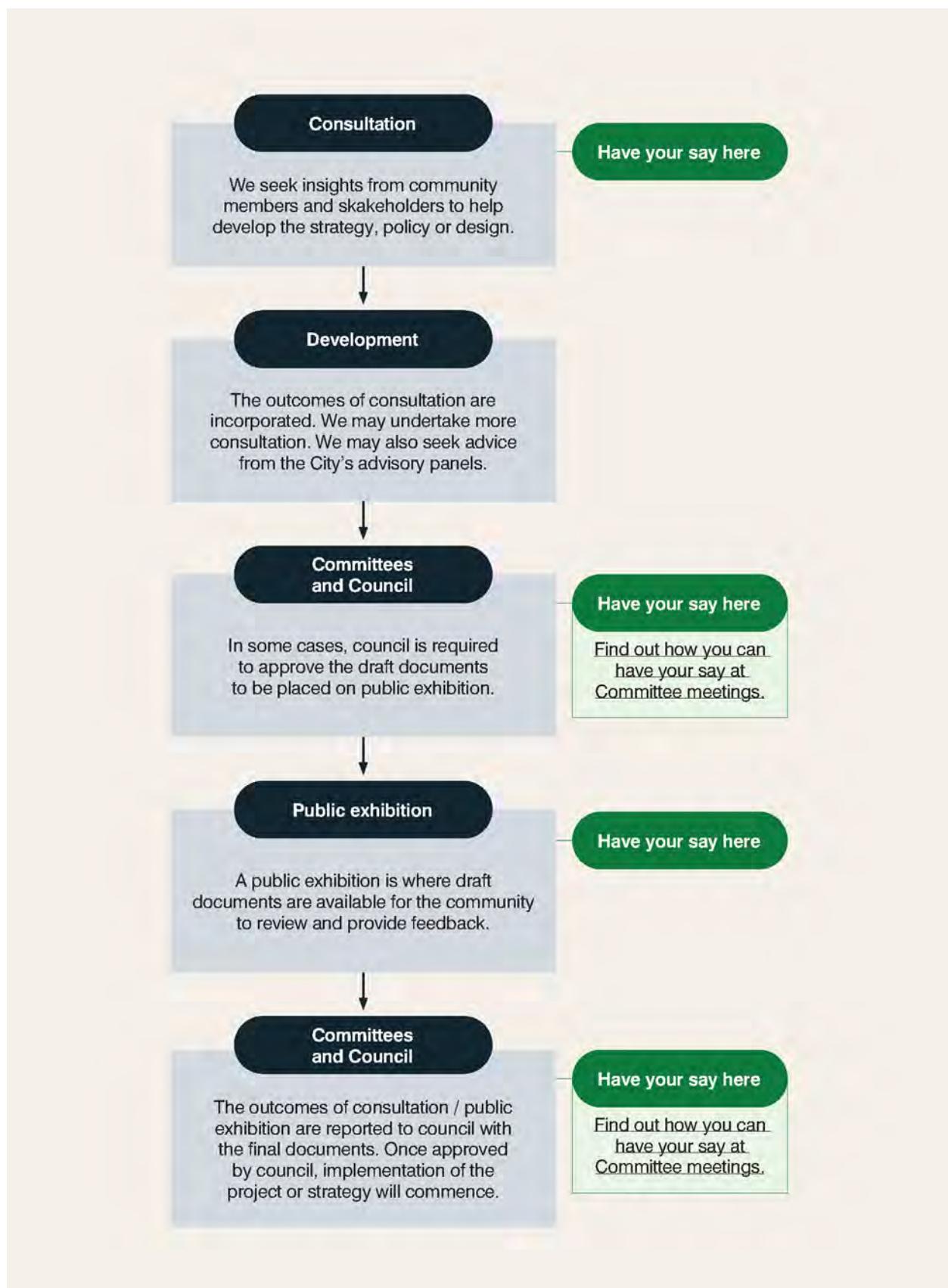
Value: Dialogue

Goal	Measure
We make space for people to exchange views.	Techniques promote a two-way conversation, providing an opportunity for people to hear each other.
We listen to people.	People tell us they feel listened to.

Value: Influence

Goal	Measure
People can see and understand the impact of their involvement.	Engagement reports are published detailing the feedback from the community. Council reports explain how feedback has influenced the decision.

Figure 2. When can I have my say?



Find out how you can have your say at Committee meetings
cityofsydney.nsw.gov.au/guides/guidelines-for-speakers-at-council-committees

Engagement approaches

Keeping the community informed

The City is committed to keeping the community informed about our projects and plans. Sometimes it is appropriate to simply inform. In most of these cases, consultation has already occurred, a decision has already been made, and a project is about to begin.

The City's ongoing asset maintenance and renewal program, which is undertaken according to approved City codes and technical standards, is one example where we will notify surrounding residents and businesses. Our notifications will always have a City staff contact and community members are encouraged to speak to us if they have any questions.

People-centred engagement

Listening and respecting

Participating in engagement should be an enjoyable and worthwhile experience. It should be delivered in a respectful and welcoming way. It should create an environment where all people feel they can share their ideas without fear, while listening to and respecting the views of others.

“People were welcoming and respectful and wanted to hear what a young person had to say.” Workshop participant

Information channels

Individuals relate to different forms of information – visual, audio and written mediums. People also like different amounts of information. To provide information in a way that best suits different people we use summaries and long-form documents, easy read versions, translations, images, videos, data maps, virtual reality experiences, workshops and presentations. Using different formats helps overcome barriers to participation.

Strengthening civic efficacy

Positive and effective engagement invests in the civic efficacy of society. It builds people's sense of empowerment and belief in their own ability to participate and make a difference. Effective engagement communicates the important role communities can play in council decision-making. It also builds knowledge within communities about how decisions are made.

Evidence shows that people who participate in sustained and impactful engagement processes are likely to use those skills and sense of empowerment to become more involved in community organisations and groups.

Engagement that builds relationships

Hearing the views of others builds understanding and empathy.

When evaluating our engagement, we found that 69% of respondents valued hearing the views of other people. People also spoke about the importance of conversations that crossed generations and of making sure the diversity of their community was involved. Students spoke about how much they enjoyed hearing the views of peers from other schools and of building networks and connections.

In our conversations with diverse communities – First Nations communities, culturally and linguistically diverse communities, people facing vulnerability – we are regularly reminded of the importance of ongoing relationships between the City of Sydney and the communities we serve.

“I’ve had a really good time collaborating with people from other schools. It’s been really, really interesting because, the future we are going to be living in 2050, we have the power to change that.” Youth Summit participant

When people can see the results of their input and build connections within their communities, they will continue to participate in the City of Sydney’s community engagement and develop an ongoing role in democratic decision-making.

“A happy thriving community of citizens who want to and feel like they are able to give ideas and will be listened to.” Workshop participant



Image 3. International Students Leadership and Ambassadors Program workshop Image credit: City of Sydney

Citizens' Jury recommendations

The City of Sydney held a Citizens' Jury as part of the consultation on our community strategic plan. This group of 43 randomly selected and demographically representative community members was convened in late 2019. The jury considered and made recommendations on concepts that should be introduced by 2050 to help realise the communities' vision for Sydney. They considered the insights gathered from our community engagement process and proposed 8 transformative concepts. The first 2 of their recommendations address community participation in decision-making:

Recommendation 1 – Participatory governance

What: We want a new model of governance that genuinely engages citizens in decision-making on all levels and is responsive and adaptable.

Why: There are currently concentrated power structures making decisions for citizens, rather than citizens holding the power. We want a city influenced by diverse views, needs and wants. We want to rectify imbalances and inequities.

How: We can achieve this through:

- participatory budgeting
- citizens' panels of sizeable scale for true representation
- innovative online voting system
- data to be used by council to generate economic benefit, and help communities

Recommendation 2 – First Peoples of Australia leadership and representation

What: We want the Traditional Custodians of the land to help shape the city, through active participation in governance that is embedded, respectful. We want Sydney to be a place where Aboriginal and Torres Strait Islander voices influence the identity, design, and functioning of Sydney (Eora).

Why: We recognise that our history has displaced the First Peoples of Australia, and that current systems do not adequately allow First Nations' perspectives, values and priorities. Aboriginal and Torres Strait Islander communities possess wisdom and knowledge that must be valued in shaping how we care for our Country and our communities – in governance, planning, education and health. This has the capacity to enhance social and emotional wellbeing for all. We must recognise the cultural authority of the First Peoples of Australia. We want a society that shares the respect for and connection to this land that Aboriginal and Torres Strait Islander people have had for 60 000 years.

How: We need to promote First Nations' self-determination and empowerment so that ideas are not imposed on people and we do not repeat the mistakes of the past. In line with the principles of reconciliation, we want to place responsibility on non-Indigenous people to adapt their systems and practices to value and promote Aboriginal and Torres Strait Islander issues and encourage discourse and community reflection. We need a process of truth telling and recognition that deals with the impacts of invasion and colonisation.

The City of Sydney's response

The recommendations of the Citizens' Jury were reported to council in December 2019. The 8 transformative concepts have informed the project ideas and principles in Sustainable Sydney 2030-2050 Continuing the Vision and the outcomes in our Community Strategic Plan.

We acknowledge the intent of the transformative concepts to deepen and expand the ways government works with communities on decision-making. The City of Sydney will continue to explore these approaches to help realise the communities' vision for 2050.

Deliberative approaches

Depth versus breadth

Many of the City of Sydney's engagement activities reach out and target input from as large and diverse a group of interested community members as possible. This delivers lots of opinions and ideas from the community to the decision-makers. A high level of participation in engagement is important to us in terms of understanding the needs and aspiration of our communities, providing confidence in decisions and building relationships.

However, in some cases, considering an issue in depth is the priority. The issue may be very polarised, complex or have significant trade-offs. Sometimes we may be at the point of the process when we need to decide between options. In these scenarios, a small group of community members who deliberate on an issue can help the City of Sydney arrive at the right decision.



Image 4. Citizens Jury on Sydney in 2050 Image credit: Brett Boardman / City of Sydney

What is deliberation?

The ways we engage when trying to arrive at a decision are:

- debate: seek to persuade by arguing a position
- dialogue: seek to understand through respectful and constructive exchange
- deliberation: seek to find common ground and consensus.

A deliberative process will likely include both debate – for example experts presenting their position – and dialogue – for example participants discussing and exploring each other's views. A deliberative process aims to reach a consensus decision of the group.

Deliberation encourages constructive exchange and active listening. It also promotes critical thinking and challenges unconscious bias. It poses choices that the members of the group must collectively make.

Deliberation requires that participants become well informed about the topic and consider different perspectives in order to arrive at a public judgement (not opinion) about "what we can strongly agree on". The group is not just considering what its members want, but also what trade-offs they can accept.

Features of a deliberative engagement process

Random selection

A group of community members (usually between 12 and 50) is randomly selected. This group is selected to match the demographics of the population, effectively forming a mini-public. People are not selected to participate because they are vocal advocates or experts. These people may be involved in the process by presenting their position in a debate for the participants to consider.

Time

The group is given the time to consider, research, learn, exchange ideas and arrive at agreed responses to the questions they are posed. This is unlike many engagement processes where time is limited. The City of Sydney has run deliberative engagement processes that extended over a couple of weeks through to citizens' juries that considered issues over several months.

Information

The group is provided with extensive information on the issue and are encouraged to seek out their own sources of information. A citizens' jury should involve an opportunity for jurors to call their own expert witnesses.

Remit and authority

The group is given a clear remit to deliberate on. The council has made it clear that they will act on the recommendations of the group.

Use of deliberative approaches to engagement

Community members are generally willing to invest the time and effort required to participate in a deliberative process because they have trust in the process, care about the outcomes for their communities and can see that their effort will have impact.

A process like a citizens' jury also requires considerable investment from the organisation. It requires expert facilitation, councillors to not just listen but relinquish some of their authority and staff to resource the process with information and expertise.

The principles of a deliberative approach, such as random selection and time to consider issues in depth, can also be used in scaled down and more simple engagement projects. The City of Sydney has run a small number of large-scale deliberative processes as well as smaller deliberative workshops.

“It was inspiring to see that a random group of citizens from diverse backgrounds, could collaborate with empathy and keen willingness to understand and support each other, and discover we had so much more in common.” Citizens’ juror

Digital engagement

Over the past 10 years, community engagement has undergone a digital transformation, moving from letters, workshops, town hall meetings and email submissions to a model of engagement where most feedback is collected using digital tools.

The Covid-19 pandemic further accelerated this shift to digital engagement. In response, we have strengthened our digital toolkit and tested alternative approaches, such as online workshops.

The smart city strategic framework describes how the City of Sydney will transform how we engage and support connected and empowered communities through smart, ethical and secure use of data and technology.

We will use developments in digital technology to increase inclusion and access to the City of Sydney's democratic process, provide ways for communities to connect with us and each other, deliver a more personalised experience, and improve the reporting of consultation outcomes.

Face-to-face activities will continue to be a crucial part of how we engage. However, developments in digital technology mean in-person engagement techniques can now be used in more targeted ways.

Digital engagement has also significantly enhanced the data we can share with the community members to ensure their input is informed and meaningful. The City of Sydney is increasingly using data maps and stories as an interactive visual mechanism to support engagement.

Understanding who is participating

There are two ways to ensure we are reaching a diverse cross-section of the community.

1. Target communities: specific networks, forums and engagement activities along with targeted marketing and databases. Examples of how we reach different groups are outlined in the next chapter.

Digital marketing can also help increase exposure to particular audiences. For example, targeted social media marketing was used to increase the percentage of people under 30 who completed the Sydney 2050 survey.

2. Collecting demographic information about the people who participate in our engagement.

When we survey people, we ask basic demographic information. This information provides a picture of who we are speaking to and how views within communities change based on age, gender, place of residence among other things.



Image 5. Youth Summit for the Community Strategic Plan Image credit: Katherine Griffiths / City of Sydney

Next steps in digital engagement

We are developing our digital engagement experience through a range of tools and techniques, including quick polls, surveys, consensus tools and interactive mapping. This continues to strengthen our ability to hear from communities through digital channels, allow people to connect with the views of others in their community, and easily follow the issues they care about. A sign-in process is now available, asking some basic demographic information about the people participating. This helps us understand whether we are capturing the views and perspectives of a range of people. It also allows a more personalised experience where the user can see projects happening in their area and keep updated on progress.

Surveys

Surveys have become a fundamental tool in community engagement and have increased as more engagement takes place online. Most consultations include an online survey.

The City of Sydney also undertakes regular surveys of:

- wellbeing for all our area's residents (every 4 years)
- business needs survey (annually)
- community satisfaction survey (every 4 years)
- service users feedback (continuous).

These surveys provide essential data to understand community needs, measure progress on strategies and evaluate services.

There are three main types of survey techniques that the City of Sydney uses:

3. Online surveys that anyone can choose to do. These provide an effective way for us to collect information from lots of participants. We aim to get as large a sample as possible and we ask for demographic information to check that a range of people are participating. Social media marketing and other promotional activities can be used to encourage underrepresented groups to participate. The City of Sydney's surveys regularly attract over 1000 respondents.
4. Randomly selected phone or online surveys deliver views from a demographic sample. These surveys are usually conducted by a social research company. They provide robust, demographically matched data that allow us to understand the different perspectives between demographic groups. They also overcome any bias that may exist in self-selecting surveys we host on our website. They are an important checking mechanism particularly when there are polarised opinions on an issue. They are also useful when it is hard to achieve widespread community interest and we need to be confident that we are hearing a range of perspectives.
5. Intercept surveys are usually undertaken to capture the views of people who spend time in a particular place, use a service or are at an event. These provide a random sample of the people who value this place, event or service.

Our surveys provide quantitative data that we can test and explore through other engagement activities such as workshops and focus groups.

Coordinated community relations

Coordinated community relations provides a change management approach to support communities through major revitalisation and urban redevelopment projects. This approach has made an important contribution to the successful redevelopment of the Green Square area and the revitalisation of Haymarket and Chinatown.

In these neighbourhoods, affected communities face a series of decisions about upgrades to local streets, building new community infrastructure (including parks, recreational, community and cultural facilities) as well as planning changes and development applications. Among these ongoing decisions, communities also face impacts from construction on multiple projects. In an environment of change, small decisions during construction, such as temporary removal of parking or nightworks have a cumulative effect.

The City of Sydney supports these communities through a coordinated community relations approach, which includes dedicated webpages and development maps; regular updates and community forums; and construction liaison group meetings that cover multiple projects delivered by different parties (for example the City of Sydney, Department of Education and various developers).



Image 6. Have your say day at Green Square Image credit: City of Sydney

CityTalk events

CityTalks engage key federal, state and local strategic stakeholders, citizens, partners and visitors to the city on significant issues at a global, national and city level. They aim to inspire, inform, educate and engage the community in an international dialogue to realise Sustainable Sydney 2030-2050 Continuing the Vision.

Our CityTalks are free events that typically draw an audience of 2,500 attendees. Hosted by the Lord Mayor of Sydney, they feature high profile international or national keynote speakers and a discussion panel of local and international experts.

Petitions

Community members can also petition the City of Sydney on issues of concern to them. Petitions can be tabled by a councillor at a council meeting or provided to the CEO and staff for a response. Petitions that are received about a project while it is open for consultation, will be considered as one submission item and included in the engagement outcomes report. The City of Sydney guidelines on petitions can be found in Appendix F.

Advisory groups and partnerships

Advisory panels, committees and working groups

The City of Sydney has established community and sector advisory panels, committees and working groups to provide ongoing, specialist advice on complex issues affecting specific communities or areas of expertise. They do not have decision-making powers. These advisory panels are critical to implementing our long-term strategic vision and also addressing key challenges such as recovery from the pandemic.

These panels are appointed by us and have terms of reference to ensure clarity of purpose and process for appointment. Some are appointed through a public expression of interest while others are by invitation.

Within each panel, the City of Sydney aims to gather a diversity of expertise, experience and perspectives including young people, people with disability, Aboriginal and Torres Strait Islander people and those from culturally diverse backgrounds.

Aboriginal and Torres Strait Islander Advisory Panel

The Aboriginal and Torres Strait Islander Advisory Panel provides input to the policy, planning and advice to Council across all areas in relation to Aboriginal and Torres Strait Islander people.

Established in 2008, the panel consists of community and industry professionals, including Elders, leaders, artists and young people, who live, work or study in our local area. The terms of reference specify that young people and Elders need to be represented on the panel.

Each member brings a wealth of knowledge and skills in providing advice on key issues for Aboriginal and Torres Strait Islander peoples and communities. Panel members contribute a diverse range of views to help build our relationships with Aboriginal and Torres Strait Islander communities. The panel also provides important advice about cultural protocols, Eora journey projects and our reconciliation action plan.

Inclusion (disability) Advisory Panel

The City of Sydney's Inclusion (disability) Advisory Panel provides strategic, expert and impartial advice to us on our policies, strategies and plans to advance the inclusion of people with disability. As part of its role, the panel monitors and provides advice on the implementation of our Inclusion (disability) action plan 2025-2029.

Established in 2012, the panel reflects the diversity of the disability sector and members were chosen to represent a range of diverse disabilities and to provide expertise in areas such as inclusion and accessibility, government policy and strategy development, planning and design and disability-related legislation. They advise us on a wide range issues relevant to people with disability, including access to mental health services, legislative reform, housing, transport, employment, advocacy, arts, culture and events, media and communication.

Multicultural Advisory Panel

The Multicultural Advisory Panel advocates on behalf of culturally diverse communities to promote greater understanding and appreciation of cultural diversity, equity and inclusion. Established in 2022 we consult this panel on issues, strategies, plans, policies, programs and events that nurture cultural diversity and capacity building, increase community connections and combat racism and discrimination. The panel provides expert advice on matters of importance to culturally and spiritually diverse communities including their needs and major strategies, such the community strategic plan. We get input from them on cultural events and programming; plus policies and projects which are likely to impact on multicultural communities and businesses.

With the aid of this panel, the City of Sydney will support and empower multicultural communities including employees, residents, visitors, international students, refugees, and asylum seekers, and furthermore preserve and celebrate the histories, heritage, and contributions of the City's multicultural communities so everyone feels safe, welcomed, and able to fully participate in what the city has to offer.

Housing for All Advisory Panel

The Housing for All Working Group brings together industry leaders and experts to share knowledge and provide advice to the City of Sydney on the development of strategies and initiatives to increase the supply of affordable and diverse housing, including social housing.

Established in 2022, the group includes representatives from the Community Housing Provider sector, industry groups, research organisations plus housing peak bodies and state agencies. There are also community representatives who live in and/or access affordable and diverse housing.

The City of Sydney actively encourages Aboriginal and Torres Strait Islander housing groups or peak bodies to put forward nominees for membership of the working group.

Business and Economic Development Advisory Panel

The Business and Economic Development Advisory Panel provides high-level independent expert advice to us on the implementation of the City of Sydney's Economic Development Strategy 2025-2035. The panel also provides guidance and advice on partnership opportunities to support the eight identified momentum building projects in the strategy.

The panel includes members who are highly recognised in relevant professional fields and who have demonstrated experience, seniority and knowledge of a range of economic areas such as trade and investment attraction, talent attraction, the innovation economy, green economy and sustainable finance, creative economy, community wealth building, the night time economy and the visitor economy.

Nightlife and Creative Industries Advisory Panel

The Nightlife and Creative Industries Advisory Panel provides high-level independent expert advice to the City of Sydney on a strong, inclusive, culture-led nightlife and the implementation of special entertainment precincts and the Cultural Strategy 2025-2035.

The panel includes a broad range of members who are highly recognised in relevant professional fields and have demonstrated experience and knowledge in the arts, culture, creativity, live music and nightlife. In 2025 it replaced the Nightlife and Creative Sector Panel established in 2022.

Design Advisory Panel

The Design Advisory Panel is an independent panel of experts that helps the City of Sydney continually improve the quality of private development and our own urban design and public projects. It advises us about urban design, architecture, landscape architecture, art and sustainability. Established in 2007, the panel provides advice to staff and decision-makers when determining the direction of major projects.

Public Art Advisory Panel

The Public Art Advisory Panel comprises professional artists, curators and architects who provide advice to the City of Sydney on matters relating to public art. The advice informs the development, approval and implementation of public art projects and is provided to staff and decision-makers.

The panel was established in 2007.

Cycling Advisory Committee

The Cycling Advisory Committee's role is to monitor progress and give advice on implementation of our cycling strategy and action plan. This committee provides a consultation and feedback forum for our area's key cycling stakeholders as part of the City of Sydney's ongoing commitment to cycling.

Established in 2007, the committee includes the Lord Mayor (or delegate), representatives of Bicycle NSW, Bike East, Bike Sydney, Better Streets, Transport for NSW, Place Management NSW, NSW Office of Sport and neighbouring councils.

Sector partnerships

Better Buildings Partnership

In 2010 the City of Sydney formed the Better Buildings Partnership, a collaboration between leading property owners and industry influencers who are improving sustainability and rolling out green infrastructure in our area. These industry leaders control or manage over half the office floorspace across Sydney's city centre and have played an important role in improving the energy, water and waste efficiency of Sydney's existing buildings.

The members are Brookfield Office Properties Australia, Charter Hall, City of Sydney, DEXUS Property Group, Frasers Property, The GPT Group, Investa Property Group, Lendlease, Mirvac, Stockland, and the University of Technology Sydney.

Sustainable Destination Partnership

The Sustainable Destination Partnership, launched in 2018, is a collaboration between leading hotel groups, hostels, serviced apartment owners, cultural institutions, entertainment venues and industry influencers working together to make Sydney a sustainable destination.

The partnership represents over half the hotel rooms in the city in addition to all major entertainment venues. These operations create almost half of Sydney's commercial waste, approximately 20% of its carbon emissions and consume significant amounts of the city's drinking water.

The members include hotel chains Hilton, Hyatt, Accor and TFE Hotels; Star Entertainment Group, Fox Studios, International Convention Centre and all the government-owned cultural institutions including Sydney Opera House.

Tech Central innovation precinct

Innovation will power Sydney's economic recovery and growth. It is key to raising economic productivity. Innovation requires a healthy tech start-up ecosystem, a high intensity of creativity, a strong pipeline of current and future talent, active research and commercialisation, large-scale investment and a big volume of knowledge-based jobs.

An ideal environment for innovation to flourish is in a vibrant and connected precinct where collaboration is enabled through the co-location of education, industry, talent, infrastructure and investment.

In our local area, the Tech Central innovation precinct encompasses six neighbourhoods which have all the elements for a successful innovation precinct. They are Haymarket, Ultimo, Surry Hills, Camperdown, South Darlington and Eveleigh (including North Eveleigh).

The City of Sydney is an active partner in the Tech Central precinct and is a member of the Tech Central Alliance. This group comprises anchor tenants across the private sector, academia, local and state governments to realise the vision for Tech Central to be recognised as Australia's innovation and technology capital. Membership of the group includes City of Sydney, Investment NSW, University of Technology Sydney, University of Sydney, Sydney Local Health District, Inner West Council, and representatives from the tech ecosystem operating within the precinct.

Resilient Sydney

Resilient Sydney is a collaboration of all 33 local governments of Greater Sydney aiming to improve disaster preparedness and reduce disaster risk to the residents, economy and environment of Greater Sydney. The Resilient Sydney program began in 2015 as a city member of the international 100 Resilient Cities initiative, and Sydney remains a member of the global Resilient Cities Network.

The program and Resilient Sydney office are hosted by the City of Sydney. Funded by the metropolitan local governments, the program is governed by a metropolitan-level steering committee – engaging key senior executives from local and state government, business and community sectors.

The program operates as a hub of networks, engaging councils and partners to participate in the actions and directions of the Resilient Sydney strategy 2025-2030. Through engagement with residents, businesses and governments of metropolitan Sydney, the key resilience challenges were identified and noted in the strategy.



Image 7. Resilient Sydney Strategy Launch Image credit: Katherine Griffiths / City of Sydney

Engaging diverse communities

Aboriginal and Torres Strait Islander communities

We are committed to being inclusive and innovative in our relationships with Aboriginal and Torres Strait Islander communities. We recognise that Aboriginal and Torres Strait Islander communities need to be engaged through authentic and genuine connections, not just symbolism. This will be achieved through active participation in governance that is embedded, and most of all, respectful. The City of Sydney will listen to and elevate the voices of Aboriginal and Torres Strait Islander peoples.

Our stretch reconciliation plan (RAP) seeks to:

- establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations
- engage Aboriginal and Torres Strait Islander communities in the City of Sydney's projects and decision-making processes.

The Sydney 2050 First Nations Dialogue Forum held in 2019 asked the City of Sydney to recognise cultural authority and embed it in its governance structures and in decisions-making.

The City of Sydney will look at ways to further empower and centre Aboriginal and Torres Strait Islander voices including through agreement-making. This also aligns with the Closing the Gap priority reforms, particularly number 1 which is 'Formal partnerships and shared decision-making'. We're committed to all 5 priority reforms that will accelerate progress towards equality and transform the way governments work with Aboriginal and Torres Strait Islander communities.

Guiding principles

Engagement with Aboriginal and Torres Strait Islander communities must be guided by principles of self-determination and shared decision-making, consistent with the City of Sydney's Aboriginal and Torres Strait Islander Protocols. It should:

- elevate and centre First Nations voices in our decisions
- Support, respect and adhere to First Nations cultural protocols and practices
- Embed and practice meaningful cultural safety
- understand the diversity of experiences, perspectives and expertise within First Nations communities
- nurture ongoing relationships - ensuring there is the time, flexibility and responsiveness in our approach to build trust.
- ensure the protection of Indigenous cultural and intellectual property rights
- Provide for data and information sharing with First Nations communities for community informed decision-making



Image 8. First Nations Dialogue Forum Image credit: Mark Metcalfe / City of Sydney

Who we engage

Among groups and people that we engage with are:

- Metropolitan Local Aboriginal Land Council
- Elders, community leaders and residents in Redfern, Waterloo, Woolloomooloo and Glebe and other communities in the local area
- Cultural knowledge holders and Guardians
- Aboriginal and Torres Strait Islander workers, students and visitors
- Aboriginal and Torres Strait Islander academics, artists, writers, designers, performers and cultural practitioners
- Aboriginal and Torres Strait Islander community-controlled organisations, including community services, cultural organisations, religious groups, health and wellbeing organisations and sporting groups
- Indigenous media
- Indigenous businesses
- Aboriginal and Torres Strait Islander staff in government agencies and cultural institutions such as Aboriginal Affairs NSW, the government architect, curators, neighbouring councils
- community advocacy groups and campaigns
- service providers and interagency networks.

Delivering engagement

The role of Aboriginal staff is critical to nurturing and navigating the City of Sydney's ongoing relationships with Aboriginal and Torres Strait Islander communities. We have a specialist business unit – First Nations Leadership – to guide this area of work. However, the whole organisation must carry responsibility and demonstrate a level of cultural capability supported through cultural training and appropriate engagement tools.

We also procure community engagement expertise from Indigenous consultancies, as well as project specific cultural experts, for example Aboriginal and Torres Strait Islander curators, artists, writers, architects and designers.

All the City of Sydney's engagement activities will be respectful and welcoming to Aboriginal and Torres Strait Islander community members.

Our targeted engagement includes:

- regular meetings with the Metropolitan Local Aboriginal Land Council
- seeking advice from the Aboriginal and Torres Strait Islander Advisory Panel
- meetings with Elders, Cultural knowledge holders and Guardians, as well as local organisations
- dialogue forums with invited community members
- pop-up stalls and surveys at community events such as Yabun Festival and NAIDOC Week, in collaboration with the event organisers
- workshops with school students and youth groups
- partnerships with cultural and community organisations on major projects such as the Eora Journey
- call outs via Indigenous media, such as Koori Radio
- interagency networks
- collaboration with Aboriginal and Torres Strait Islander employees at the City of Sydney, in other councils, government agencies and education and cultural institutions

Children and young people

Commitment to authentic engagement

The United Nations Convention on the Rights of the Child enshrines 54 central rights that all children should have around the world. Article 12 states: "Children have the right to say what they think should happen when adults are making decisions that affect them and to have their opinions taken into account."

Our engagement upholds this right by empowering children and young people to express their views and ideas about the City of Sydney's strategies, projects and programs and to have those views and ideas considered alongside those of adults. We will apply the same guiding principles to engaging young people as we do everyone else. This includes conducting meaningful engagement with children and young people, analysing their responses, incorporating this into the relevant project, strategy or service and reporting the results to council.

This approach is consistent with the NSW Child Safe Standards which provide core components to ensure organisations provide a child safe environment. Standard 2 states: "Children participate in decisions that affect them and are taken seriously."

“Kids today are tomorrow’s adults and if kids are listened to now it will make a big difference for the future.” Children’s Summit participant

Creating empowering environments for children and young people

It is critical that children and young people know they are welcome to contribute their ideas. To achieve this we will:

- create engagement spaces where children and young people feel respected and can express themselves
- go to where children and young people are through our relationships with schools and services and places like skateparks, libraries and community centres
- ensure that our engagement activities do not present age barriers and that children and young people are welcome at our community workshops.

It is also important to recognise that children and young people come from diverse backgrounds. The City of Sydney needs to ensure we engage in ways that are culturally safe, respectful and actively reach a diverse group of young people. We commit to ensuring the voices of First Nations and culturally diverse children and young people are heard in our decision-making processes.

We acknowledge the importance of the trusted relationships between staff, children, young people and families in our early learning centres, out-of-school-hours care and youth services.



Image 9. Children’s workshop at Cook + Phillip Park Image credit: Katherine Griffiths / City of Sydney

Types of engagement with children and young people

Engaging on strategies and projects

The City of Sydney has a long record of consulting children and young people on the design of playgrounds and parks, including skate and recreational facilities. We always inform local schools and children's services when upgrading parks and offer engagement activities for their students.

We also engage children and young people in strategy development. Some of the ways we do this include providing class discussion guides and data maps online, holding workshops with students' representative councils and inviting schools to send representatives to student forums and summits.

Reviewing and developing services and programs

We seek feedback when we develop and review services and programs for children and young people. This feedback guides current and future offerings. The flexible self-direction and feedback built into our sessions also ensures that our approach responds to the interests, needs and ideas of children and young people. Involving children, young people and families in service design and operational policies.

The NSW Safe Child Standards states: "Families and communities are informed and involved". As part of the delivery of services and programs the City of Sydney will:

- engage families and communities on new services and programs, or changes to existing services and programs
- engage in open, two-way communication with families and communities about our child safety approach and make sure relevant information is accessible
- ensure families and communities have a say in our child safety policies and practices
- ensure families and communities are informed about our operations and governance including how to give feedback on services and raise issues of concern.

Engaging through school and child services

Schools and child services provide important community connections in our local area. Holding consultations in classrooms ensures a diverse range of local children and young people can participate.

However, schools and early learning centres are busy places. To build ongoing relationships between the City of Sydney and schools, it is important we have a sustained, coordinated approach and work within their systems and programming.

When engaging within schools and early learning centres we will ensure our activities support the learning outcomes in the curriculum. Our approach aligns with the philosophy of civics and citizenship that underpins the Australian national curriculum. Engagement activities offer students authentic learning experiences and opportunities to build knowledge about how their community and government works.

As well as class-based workshops, the City of Sydney also provides consultation kits with discussion questions that students' representative councils (SRCs) and teachers can run themselves and return to us as part of the consultation.

During the Sydney 2050 engagement we heard that schools are looking for opportunities for the SRCs to participate in. This included both in-school activities and City of Sydney hosted summits and workshops that students can attend with students from other schools. This is a powerful approach when working on development of big-picture strategies.

“I enjoyed meeting with other schools, talking with them and hearing what they have to say about the environment and the future of the city.” Children’s Summit participant

Working with youth networks and interest groups

The structure of our engagement activities should facilitate the sharing of ideas between children and young people and not just with the City of Sydney.

Students we engaged through the Sydney 2050 engagement spoke about how important it was to have the opportunity to exchange ideas and collaborate with peers from other schools on issues that matter to them.

We support the local youth services sector by leading and convening the City of Sydney Youth Interagency and actively participate in other interagency groups and networks, such as the Woolloomooloo Youth Working Group and the NSW Multicultural Youth Affairs Network. We also use programs such as Wear it Purple, Youth Week and our Youth Opportunities program and Emerging Civic Leaders program to promote youth engagement.

Our initiatives help connect and empower young people. Civic engagement programs involve young people as active citizens and amplify their voices in community decision-making. International students make up a large part of our population of young people.

The City of Sydney’s International Student Leadership and Ambassador Program builds the capacity of international students to co-design programs to address the needs of our culturally diverse communities.

Many services and organisations have youth advisory groups and representatives and these provide another avenue for engaging young people in the City of Sydney’s decision-making. Pathways such as YarnUp, provide important opportunities to engage diverse communities, including First Nations young people.

Young people are organising around issues that are important to them. We need to actively listen and engage with these self-organised groups, including climate activist groups. By working with networks of young people, we open the opportunity for engagement to be led by young people.

“Young people care and they want to be involved, and we think this a great way to help them be active citizens in their local communities.” Emerging Civic Leaders participant

People with disability

It is important that everyone has equitable opportunities to engage in community life and have a say on matters that affect them. We strive to make all our engagement activities inclusive and accessible. We also acknowledge it is important to have targeted conversations to properly understand how decisions impact diverse communities.

The City of Sydney’s Inclusion (disability) action plan commits to providing equitable access to mainstream services and encouraging people with disability to actively participate in our decision-making processes. The action plan commits to identifying and implementing ways to inform people with disability about how they can be involved in our decision-making. During the development of the plan, people with disability told us there needs to be more opportunities to have a say and co-

design principles need to be embedded into processes so that people with disability are involved in all stages of planning, implementation and evaluating.

The City of Sydney's Inclusion (Disability) Advisory Panel provides expert insights on experiences of people with disability and how we can increase access and inclusion. In addition to the importance of disability-led advocacy we also acknowledge the important role of families, carers, Disabled People's Organisations (DPO), advocacy groups and service providers and the insights that they can bring to our engagement.

Our staff guidelines for engaging people with disability outline minimum requirements for online and in-person consultation and give advice on inclusive and accessible community engagement.

We have an [Easy Read version](#) of this strategy available on our website.

Accessible information

We use plain English in all engagement materials, avoiding jargon and clearly explaining processes.

People have told us information in alternative formats is important. It is required, for example when consulting on the inclusion (disability) action plan, and we provide a range of different formats: Easy Reads, Auslan, video explainers, live captioning and large print to help make our information as accessible as possible. Community members can also request braille, audio, large text or Easy Read versions of any information on our website.

We have guidelines to assist staff in creating accessible digital and print documents, to procure inclusive and accessible materials such as Easy Read versions of documents and to guide staff in communicating with people with disability.



Image 10. Table-based workshop with 8 participants at the co-design roundtable for the inclusion (disability) action plan 2025-29. Photo: [Margaret Sevenhuijsen](#) / City of SydneyDigital engagement

People have told us that they really value digital engagement. It enables the convenience of engaging at home and can make participating more accessible. People with disability have told us that they would like us to share information online, particularly through social media, our website and e-newsletters.

In 2019 the City of Sydney collaborated with Vision Australia to update our digital and print accessibility policy and procedures to comply with current standards for accessible digital and print information. Our websites and web applications must be compatible with assistive technologies (screen readers and magnification software) and comply with the Web Content Accessibility Guidelines 2.2.

The updated policy also provides a guide to choosing alternative formats for documents based on the audience and the type of document being produced. Providing transcripts of audio content, captions for video content, and different channels for submissions and feedback (written or by phone) broadens access to online engagement.

Digital Divide

Some people with disability have low internet usage or do not use it at all, highlighting the importance of keeping a range of ways for people to engage with the City of Sydney, including by phone or in person.

Inclusive and accessible events

Our inclusive and accessible event guidelines for staff outline key access and inclusion considerations for planning and delivering a range of in-person and online events.

We provide accessible seating, hearing loops and a continuous accessible path of travel to support inclusive participation at face-to-face events. Simple adaptations to the design of workshops, for example smaller table groups, can make a significant difference to how inclusive these are.

To make events more accessible, we provide information to help people plan to attend, including accurate venue information and details of access features that will be available at the event. We also ask people during the booking process if they have any accessibility or communication requirements.

Opportunities for inclusive participation

When planning inclusive engagement, it is important to ensure that communication is provided in an accessible format such as Auslan or Easy Read. It is also important to ensure that equitable opportunity for participation is provided throughout the engagement, for example, through inclusive facilitation or small group activities. Flexibility is key, as well as a welcoming and positive attitude and a willingness to adapt to provide for inclusive participation.

Culturally and linguistically diverse communities

The City of Sydney is one of the most culturally and linguistically diverse parts of Australia. Almost 50% of our residents were born overseas and 36.7% of people speak a language other than English at home. Most commonly spoken languages include Mandarin, Cantonese, Thai, Spanish, Indonesian, and Vietnamese.



Image 10. Mandarin community session for the Community Strategic Plan Image credit: Katherine Griffiths

Culturally diverse communities have told us they value ongoing communication with City of Sydney, and that they get information through media and social media in their own-languages as well as through trusted groups like community and faith-based organisations. People need easily accessible information in plain English or in their first language, to understand what we are doing and how to participate.

We actively work with our culturally and linguistically diverse communities to identify communication gaps and barriers and develop strategies to ensure our information and services are accessible. We provide information in plain English and translations into community languages when needed. We acknowledge the importance of culturally welcoming and inclusive customer experiences. We leverage the knowledge and skills of our culturally diverse workforce and recognise the importance of building cultural competency of staff through training.

Channels that establish the relationship and ongoing engagement that we engage through include:

- our Multicultural Advisory Panel
- cultural groups that meet at our community centres
- International Student Leadership and Ambassador Program
- memorandums of understanding with universities
- library programs (bilingual storytime and other programs)
- Mandarin and Cantonese translators attending info days in Green Square
- translated materials and surveys to support major engagement projects such as a Vision for Haymarket
- wellbeing survey translated into community languages (traditional and simplified Chinese, Korean, Indonesian and Thai)
- longitudinal survey in Green Square, in partnership with University of New South Wales, available in simplified Chinese
- relationships with community leaders, organisations, service providers
- relationships with associate event providers for Lunar New Year.

Priority Communities

We know there are groups within the community that are more likely to confront persistent barriers to accessing services and government systems. City of Sydney staff are committed to the value of respect. This means considering and valuing the views of everyone, showing empathy and treating all people equally and with dignity and respect.

It is important for us to recognise that people may need extra support to participate in our decision-making processes. We may need to tailor the engagement approach to make sure everyone impacted by the project is heard. Sometimes this includes overcoming barriers, such as a lack of access to digital channels or difficulty attending City of Sydney's standard face-to-face events.

Some of the ways we overcome these barriers include:

- going to where people feel safe, in the places and services they use every day
- creating an environment that is comfortable and welcoming, for example having a cup of tea at the community centre or facilitating conversations through trusted staff and service providers
- adapting consultation materials and online surveys so they are shorter or easier to complete and conducting them face-to-face as an interview
- taking the time to listen, not rushing people and expecting everything to be completed at once.

We reach out to impacted community members through existing forums, like resident groups, social housing neighbourhood advisory board meetings, community programs and services. We consult with trusted community representatives. The City of Sydney also organises regular local meetings such as the Lord Mayor's social housing forums.

The Covid-19 pandemic helped to strengthen a collaborative approach to engaging priority communities through the facilitation of the vaccine rollout. This required the City of Sydney, state government agencies and community organisations and services to work together and share resources and expertise. Regular communication through local services and networks, distributed via printed materials and community radio were very effective. The lessons learned and relationships built through this emergency response approach will inform our engagement into the future.

Some guiding principles to ensure priority communities can participate in our engagement processes include:

- always provide alternatives to digital communications
- meet in places that are familiar and local
- recognise some people are hesitant to engage with government staff due to their past experiences or lack of trust and take time to build a rapport and create meaningful engagement
- consider opportunities to engage in small groups or one-to-one
- maintain communication to continue show respect and retain trust by responding to people about the project through the same channels they used or prefer

Some of the community channels and places we use include:

- community centres
- libraries
- schools
- our services, including child and youth services, homelessness and safe city programs and Meals on Wheels
- social housing forums

- interagency networks with local services providers, not-for-profit organisations and government agencies
- local services and advocacy groups.

Business sector

Sydney is recognised as a global city and the leading economic centre of Australia. In 2023 the economy that operates within the City of Sydney local area generated over \$142 billion in economic output, accounting for 6% of the total Australian Gross Domestic Product (GDP).

The City of Sydney local area hosts over 520,000 jobs, with the biggest employers finance and financial services (125,000 jobs) and professional and business services (94,000 jobs). There are also significant clusters of jobs in the information, communication and technology sector (39,000 jobs), tourist, cultural and leisure sector (33,000 jobs), creative industries (32,000 jobs) and food and drink (32,000 jobs). Considering the size and diversity of the economic opportunities in the City of Sydney, maintaining a strong, inclusive, innovative and sustainable economy is critical for Greater Sydney, NSW and Australia.

The City of Sydney makes important and direct contributions to promote an environment that facilitates economic growth, playing an important role in land use and transport planning, public domain improvements, advocacy and connecting business networks, local chambers and peak bodies. We are guided by a community vision for a vibrant, future-focused and diverse economy.

The City of Sydney has a dedicated team that works closely with the business sector to ensure our initiatives, grants and education programs are developed appropriately. We use a variety of channels to engage with the business sector including:

- our Business and Economic Development Advisory panel
- engagement on the new Economic Development Strategy 2025-2035
- regular briefings on programs, projects and issues
- quarterly public reporting on the state of the City of Sydney economy
- listening sessions with business chambers, industry associations and business representatives
- customer service business concierge providing information to business owners on a one-on-one basis
- relationship management with grants recipients.

Challenges

Overall, the City of Sydney economy has recovered strongly from the significant economic impacts that were triggered by the Covid-19 pandemic and the high inflation and cost of living pressures that followed, although economic headwinds for retail and hospitality. Changing patterns of work and the impact of more flexible work arrangements have led to a change in the way the city is used, with fewer commuters Monday to Friday, but a sharp increase in the number of visitors to the city, particularly on weekends. These changes present both challenges and opportunities.

In addition, the City of Sydney economy, like all economies is presented with several underlying vulnerabilities. These include the threat presented by climate change, the economic and social costs of rising inequality and the impact of slowing productivity growth and unrealised innovation potential. The City of Sydney is responding to these challenges through the new Economic Development Strategy 2025-2035 and is actively engaging with this sector to meet their needs.

Creative sector

The City of Sydney is committed to supporting Sydney's cultural life. We recognise the intrinsic and instrumental value of creative activity as a cultural, economic and social force. Culture is an essential component of all aspects of life. It gives our city its character and creates a shared identity for our diverse and growing population. It is fundamental to an inclusive society, which helps our communities remain connected in times of change. For our city to succeed, we must value our unique, eclectic and diverse people by welcoming new ideas and forms of expression.

A city that aspires to a strong cultural life needs to value its artists, musicians, writers, filmmakers, designers and other creative practitioners. We need to harness the full potential of our creative practitioners and apply their thinking city-wide, integrating it into every aspect of the city and its long-term vision.

We provide a range of accessible opportunities for cultural organisations, artists, and the broader community to provide input into the City of Sydney's vision, priority issues and programs.



Image 11. Creative Sector workshop for the Community Strategic Plan Image credit: Jessica Lindsay

We actively engage with the creative sector during:

- policy and strategy development such as Sustainable Sydney 2030–2050 Continuing the Vision, Cultural Strategy 2025-2035, grants and policy reviews and development control plans
- public exhibition of policies, strategies or planning proposals that may impact the cultural life of the City of Sydney.

Channels used by us to engage with the creative sector include:

- our Nightlife and Creative Industries Advisory Panel
- direct in-person engagements
- public briefings and question and answer sessions where communities learn about our programs and are invited to speak with staff

- online webinars and forums
- attendance by invitation to forums, conferences and events organised and hosted by others in the sector
- liaising through our advisory panels

Challenges faced by the City of Sydney when engaging with the sector include reaching the right mix of cultural, creative and business operators as well as culturally diverse communities including Aboriginal and Torres Strait Islander communities.

Cultural sector challenges

The growth of the City of Sydney area and rising property prices have had unintended consequences for our cultural life, impacting the viability of venues for live music, small theatres, galleries, studios and rehearsal spaces. There are significantly fewer spaces available where creative professionals can work and live.

The city has now endorsed its new Cultural Strategy 2025-2035. This strategy outlines a roadmap for the next 10 years to address the issues facing the creative sector in Sydney.

Consultation was undertaken directly with the sector in the development of this strategy. Some of the key findings from the sector that have informed the Strategy include the following insights:

The investment in cultural needs to be expanded and so does our way of thinking about it

We need to challenge the notion that cultural subsidies are simply propping up not-for-profit operators whose costs of production outweigh commercial returns. Instead, we need to embrace our investment in creativity as resourcing innovation, inclusion, adaptation, social cohesion and wellbeing.

The sector is suffering from burnout – recovery will take time.

Burnout is a new normal in cultural organisations and it is openly discussed. We need to acknowledge it and work together to address it. There is no cash infusion or silver bullet that will fix this. We need a steady, measured approach, consistently working to firm up the foundations.

For the full insights see the [Cultural Strategy 2025-2035](#)

Community participation plan for land use planning

The City of Sydney is required to have a community participation plan which describes the public exhibition and notification processes for land use planning matters in terms of the *Environmental Planning and Assessment Act 1979* and the *Environmental Planning and Assessment Regulation 2021*.

Areas covered by this chapter include strategic planning and plan-making, planning agreements and development assessment. It should be read in conjunction with the following appendices:

- Appendix C – land use planning notification and submission requirements
- Appendix D – land use planning consultation matrix
- Appendix E – glossary of terms.

This chapter and appendices constitute the City's community participation plan.

Strategic planning

Strategic planning involves preparing long-term plans to guide the city's growth and change and setting planning controls to guide development.

The City of Sydney's strategic land use planning is informed by the NSW Government's regional and district plans and our Community Strategic Plan Delivering Sustainable Sydney 2030-2050.

These plans set the foundations for the Local Strategic Planning Statement: City Plan 2036 which sets the 20 year land use planning vision; planning controls in our Local Environmental Plan and Development Control Plan; and Contributions Plans which provide funding local infrastructure.

The City reviews and amends these plans in consultation with the community to ensure they contribute to agreed state and local planning objectives.

Development assessment

Development assessment, or statutory planning, involves assessing a proposal for development (development application) to use land or undertake building works against planning controls.

Development applications can be determined by delegated City of Sydney staff; by the Local Planning Panel; or by the Central Sydney Planning Committee, where the cost of works exceeds \$50 million.

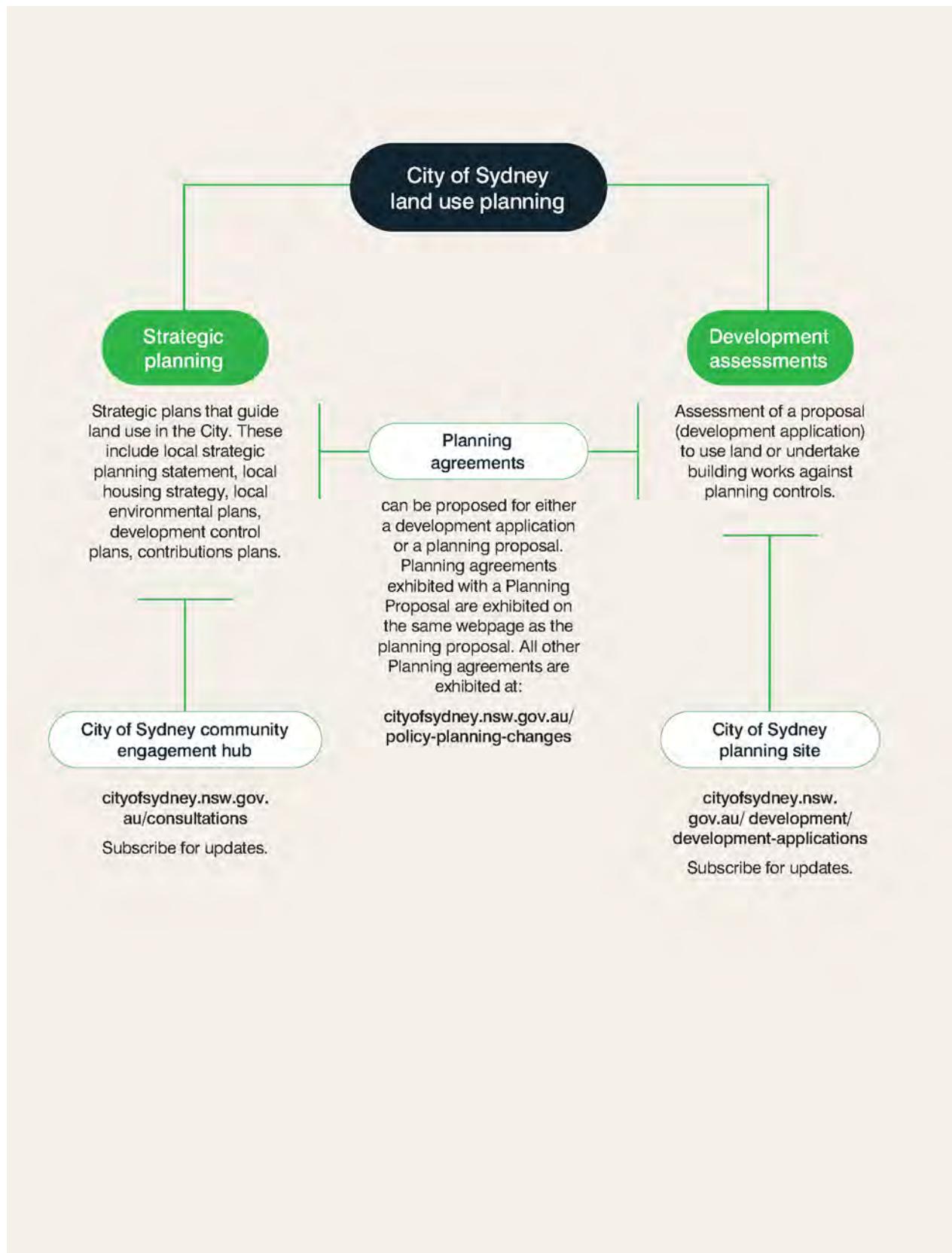
At the City of Sydney, the majority of development and footway applications are assessed against:

- the Sydney Local Environmental Plan 2012
- the Sydney Development Control Plan 2012
- relevant state environmental planning policies
- other relevant legislation, such as the *Local Government Act 1993*, the *Roads Act 1993* and the *City of Sydney Act 1988*.

There are some limited circumstances where historical local environmental plans and development control plans may apply.

Examples of the types of applications the City of Sydney receives and assesses include development applications, footway applications, section 4.55 and 4.56 modification applications, division 8.2 application reviews, Council-related applications, environmental impact statements, designated development, integrated development and state significant development. Definitions of each can be found in Appendix E.

Figure 3. How to engage on land use planning matters



Notification and submission requirements, maps, timeframes, engagement activities and glossary of planning terms are detailed in appendix C, D and E.

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Appendices

Appendix A: list of legislation

Legislation or standards

Local Government Act 1993

Environmental Planning and Assessment Act 1979

Environmental Planning and Assessment Regulation 2021

Crown Land Management Act 2016

Roads Act 1993

City of Sydney Act 1988

Multicultural NSW Act 2000

Disability Inclusion Act 2014

Children's Guardian Act 2019

Privacy and Personal Information Protection Act 1998

Geographical Names Act 1966

Geographical Names Board policies and manuals

NSW Child Safe Standards

Appendix B: list of engagement activities

This list is not exhaustive. The City will assess each project in line with the principles of the Community Engagement Strategy to decide on the tools and activities used.

Activity	Activity
Website – sydneyoursay.com.au	Stakeholder meetings
Surveys (online, intercept, randomly selected)	In depth interviews
Online interactive maps	Social housing meetings
Online community ideas boards	Creative writing workshops
Quick polls	Door knocking
Community discussion guides	On-site pop-ups
School activities kits	Walking tours
Data stories	Site visits
Advisory panels, committees and groups	Information stalls
Partnership and networks	Community letters
Summits	Social media
CityTalks	E-newsletters
Stakeholder briefings	Stakeholder emails
Community workshops	Signage in the public domain
Deliberative workshops	Videos, animations, flythroughs
Citizens juries	Artist impressions, images and designs
Focus groups	

Appendix C: land use planning notification and submission requirements (community participation plan)

The City will publicly exhibit development applications and draft plans (including development control plans, contributions plans, local strategic planning statements, community participation plans, and planning proposals) on the website for the dates and duration set out in the notice.

The notification process will:

- ✓ adhere to the community participation plan for land use planning
- ✓ be consistent in the notification of similar applications
- ✓ clearly identify circumstances where a notification is not required (see appendix D)
- ✓ facilitate the efficient processing of applications without compromising the opportunity for public participation
- ✓ identify exhibition period and letter notification area (see appendix C and D).
- ✓ exclude the period between 20 December and 10 January (inclusive) from the calculation of the public exhibition (should the timing of the application fall over the traditional holiday period of Christmas and New Years Day)
- ✓ extend the notification closure date to the next business day if a notification period finishes on a weekend or a public holiday

Notifications for development applications

The information contained in notifications for development applications is required by the Environmental Planning and Assessment Act 1979 and the Environmental Planning and Assessment Regulation 2021. This information includes:

- the general nature and purpose of the development proposal;
- the address of the proposed development;
- the name of the applicant;
- the application reference number;
- where and when the DA can be inspected;
- the period during which submissions can be made;
- Council's contact details including address, telephone and email;
- a statement outlining the privacy rights of any person making a submission to Council;
- a statement outlining the requirement for a submitter to a development application to make a public disclosure of any donation to a Councillor and/or gift to a Councillor or Council employee in the previous two (2) years. Failure to disclose relevant information is an offence under the Act. It is also an offence to make a false disclosure statement. Further information, including a 'Political Donation and Gifts Disclosure Statement' form and a glossary of terms, is available online or in person at any of Council's office locations;
- the date of the notification letter, with the notification period commencing one day after the date of the notification letter.

Site notices

Site notices as required by this plan will be placed on the main frontage(s) (not service lanes, except where significant development is proposed on that service lane) of the site(s) in a position where it will be able to be read from a public place.

Changes or exceptions to notification procedures

The City has the discretion to alter the procedures in appendix D for a particular application if the nature of the development, its location or the history of site development warrants a different form of consultation. In such circumstances the notification period may be increased up to 40 days.

In exceptional circumstances, where it is determined the nature or circumstances of the development do not require or allow for notification in accordance with the procedures in appendix D, the Director of City Planning, Development and Transport may consider reduced notification.

The City may write to affected and adjoining landowners and occupants, depending on the nature, scale, potential environmental impact of the proposal and practicality of carrying out the notification. For example, the City may not issue written notifications where a citywide administrative amendment has no material impact on the community.

Where a development is not listed in appendix D, the City will determine the most appropriate notification procedure using appendix D as a guide.

An applicant may apply for an amendment to the development application at anytime prior to determination under the *Environmental Planning and Assessment Regulation 2021*. The application may be re-notified matching the original exhibition period, or the City may reduce or remove the re-notification period if the amendment does not result in significant additional environmental impact.

An application for a review of a determination of an application, under Division 8.2 of the *Environmental Planning and Assessment Act 1979*, will be notified in the same manner as the original application. Anyone who made a submission to the original application will be notified.

For an application to modify an existing development consent, under sections 4.55(2) & 4.56(1) of the *Environmental Planning and Assessment Act 1979*, where the original development application was for designated development, State significant development, nominated integrated development or threatened species development, anyone who made a submission to the original application will be notified, or reasonable attempts will be made, by sending written notice to the last address known to the City of the submitter.

For an existing development consent that is modified or revoked, under section 4.57 of the *Environmental Planning and Assessment Act 1979*, as a consequence of a proposed Local Environmental Plan amendment, notice will be provided to those who are considered to be adversely affected by the revocation or modification of the consent.

Requirements outlined in appendices C and D do not apply to permits for works to trees. Schedule 8 of the Sydney DCP 2012 establishes procedures for notification of neighbours when a tree is to be removed.

Deficient development applications

The Council may not notify a development application which is considered incomplete or inadequate.

Notifications for draft plans

The *Environmental Planning and Assessment Regulation 2021* requires the City, when consulting on draft Development Control Plans and draft Contributions Plans, to publicly exhibit a copy of the draft plan and a copy of any supporting documents on the dates and during the times set out in the notice. Draft Local Strategic Planning Statements, draft Community Participation Plans and Planning Proposals (LEP amendments) are exhibited and notified in the same way. Planning Proposals are also exhibited in accordance with requirements of a Gateway Determination.

For draft plans, the City may also write to affected and adjoining land owners and occupants, depending on the nature, scale, potential impact of the change and practicality of carrying out the notification. For example, the City may not issue written notifications where a citywide administrative amendment has no material impact on the community.

Draft plans are notified for at least the minimum period set out in the *Environmental Planning and Assessment Act 1979*.

The City exhibits all draft plans on its website. All written notices will:

- give a brief description of the draft plan or its objectives and intended outcomes
- indicate the land affected by the draft plan
- state where the draft plan can be viewed online
- provide contact details for the receipt of submissions
- indicate the last date for submissions, and
- in relation to Planning Proposals (LEP Amendments), confirm whether authorisation for making the plan has been issued to Council.

Notification of planning agreements

A planning agreement cannot be entered into, amended or revoked unless public notice is given and the planning agreement is first made publicly available for inspection for a minimum period of 28 days.

If the planning agreement is in connection with a development application, the public notice will be given as soon as possible after a draft agreement has been prepared and agreed by the parties, in the same manner as any public notice of the relevant development application that is required under this plan and the Act.

If the planning agreement is in connection with a planning proposal, the public notice will be given, if practicable, as part of and concurrently with, and in the same manner as, any public notice of the relevant planning proposal that is required under this plan.

Where it is not practicable to give public notice at such times, the Regulation requires that it be given as soon as practicable as determined by Council.

Any material changes proposed to be made to a planning agreement after a public notice has been given should be subject to renotification if the changes would materially affect:

- how any of the matters specified in section 7.4 of the Act are dealt with by the planning agreement;
- other key terms and conditions of the planning agreement;
- the Council's interests or public interest under the planning agreement;
- whether a non-involved member of the community would have made a submission objecting to the change if it had been publicly notified.

Submissions

In making, considering and responding to submissions for development applications and draft plans, the following procedures apply:

- anyone may make a submission regardless of whether they received a notification letter
- anonymous submissions will not be considered or acknowledged
- submissions are not confidential and are open to public access under the Government Information (Public Access) Act 2009 (GIPA Act)
- all submissions received within the notification period will be considered and summarised in assessment or engagement reports
- submissions received will be acknowledged as soon as practicable
- submissions must be made in writing, must include the development address or application number and must be delivered to the Council either personally, by post or electronic mail.

Planning staff may discuss applications over the phone, but these conversations do not constitute a submission.

- submissions must include contact details including a return address (postal or email address). This will allow acknowledgement letters to be sent.
- illegible submissions will not be acknowledged.
- where the submission comprises a petition, the acknowledgement and all future contact will be sent to the head petitioner or, where not nominated, the first petitioner supplying contact details.
- best endeavours will be made to contact people prior to the applicable meeting of the Council or the Central Sydney Planning Committee. However the onus remains on the person to seek information about meeting dates from the officer dealing with the application or the City website.
- for development applications, acknowledgement letters will include advice that if the person making the submission wishes to be notified of the Local Planning Panel or Central Sydney Planning Committee meeting where the development application is to be considered, they must provide daytime contact details.
- following the determination of a development application, anyone who made a submission will be notified in writing of the decision.

Notification distribution – development applications

In addition to placing applications on its website, the Council notifies an application by sending a letter to surrounding property owners and occupiers.

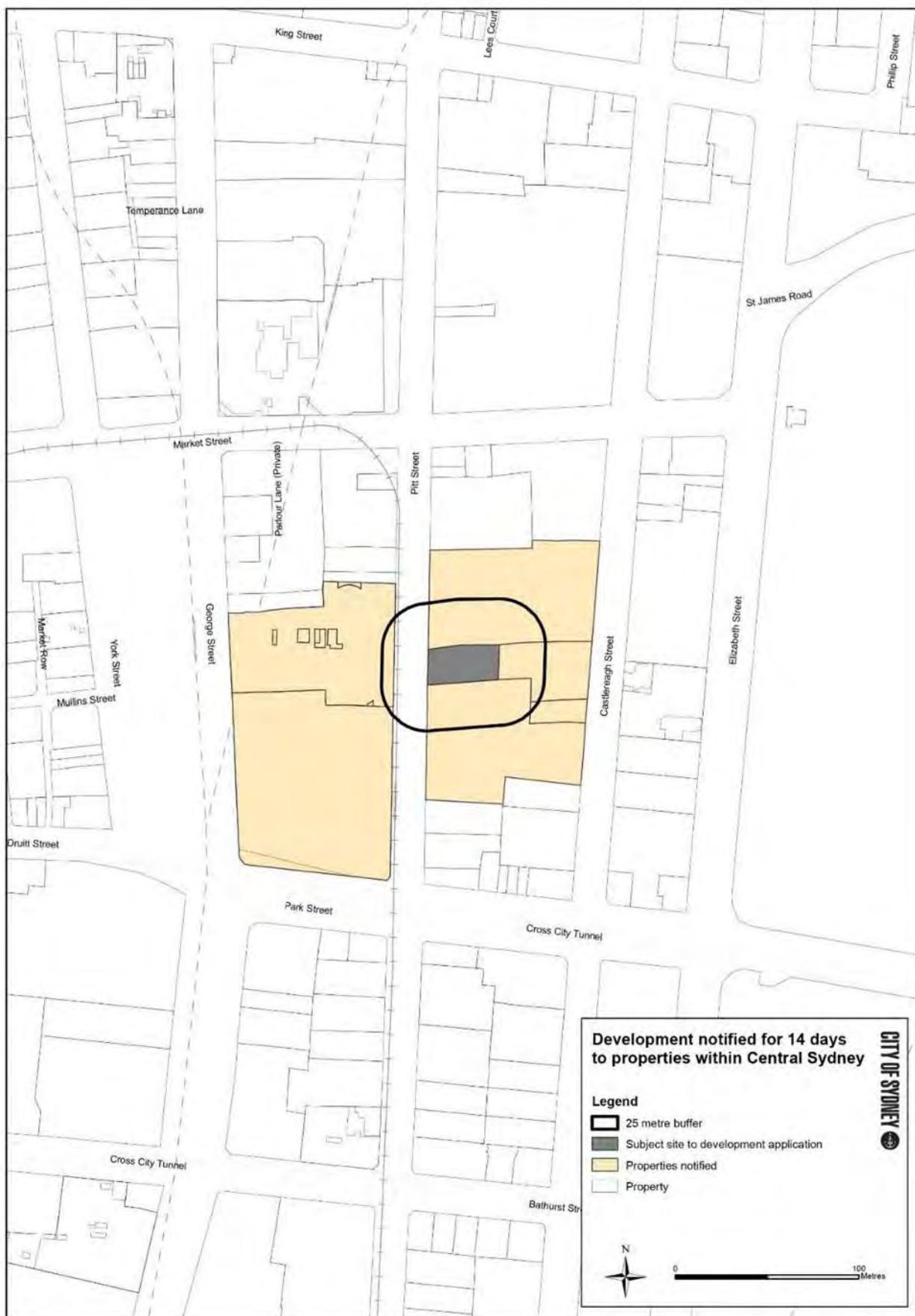
- ✓ 25m for development notified for 14 days;
- ✓ 50m for development notified for 21 days; and
- ✓ 75m for development notified for 28 days.

The notification area may be altered based on the nature and the likely impact of the development proposal, as explained in the subsection 'Changes or exceptions to notification procedures' in Appendix C. Council-related development applications may be notified for 28 days over a 25m radius in circumstances where the application is assessed as falling into the 'Low Risk' level of risk category pursuant to the Council-related Development Applications Policy.

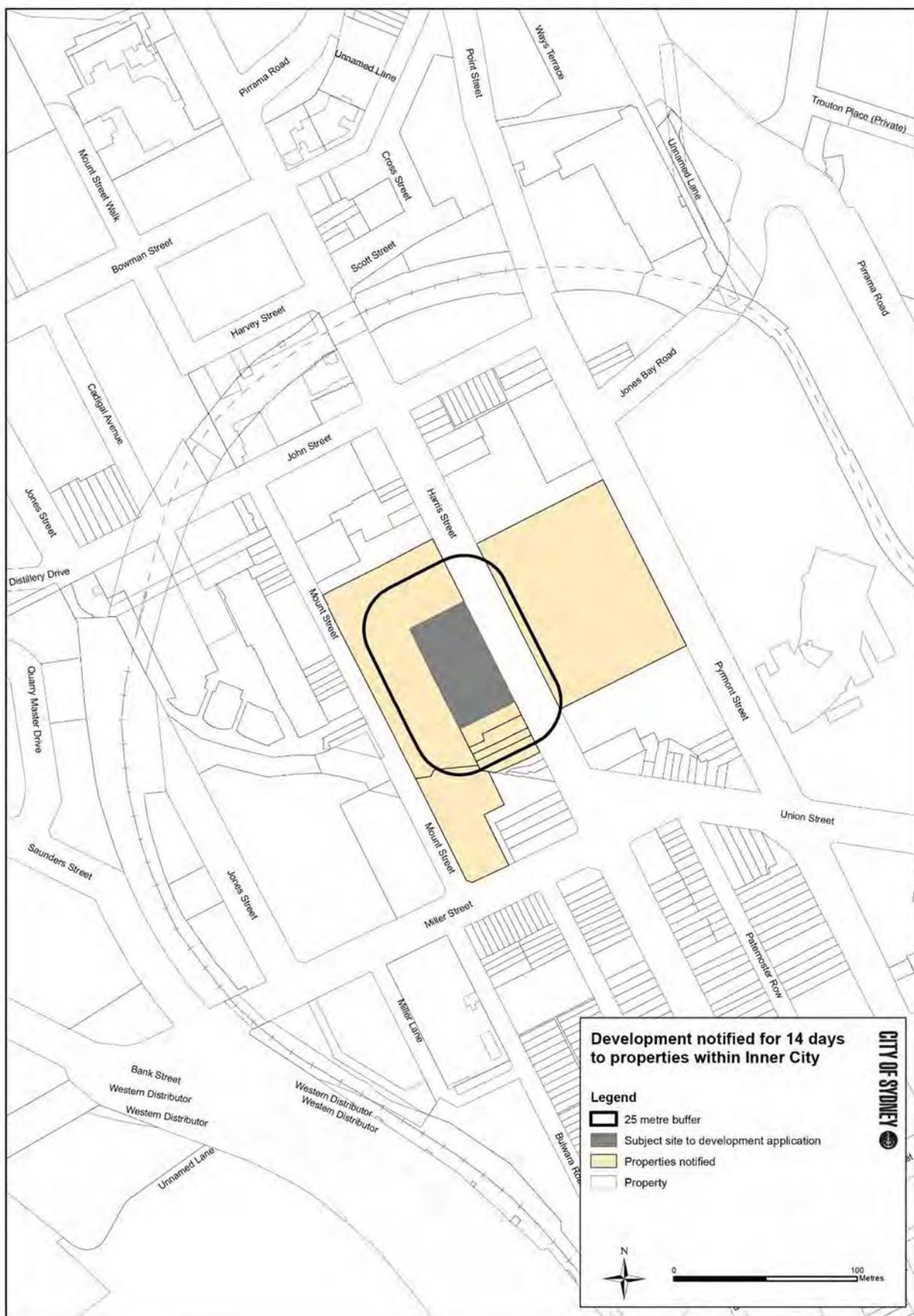
Properties in adjoining local government areas within the minimum radius detailed above will be notified in accordance with these provisions if the adjoining local government authority provides the City of Sydney with the relevant property details within 48 hours of making a request.

Where a surrounding property is in single ownership, including properties owned by a single company, the letter will be addressed to that owner. Where a surrounding property has multiple owners but is not under strata or community title (i.e. more than one individual owner or more than one company owner), letters will be addressed to all owners. Where a surrounding property is in strata or community title, letters will be addressed to the Owners Corporation and to individual owners of strata units.

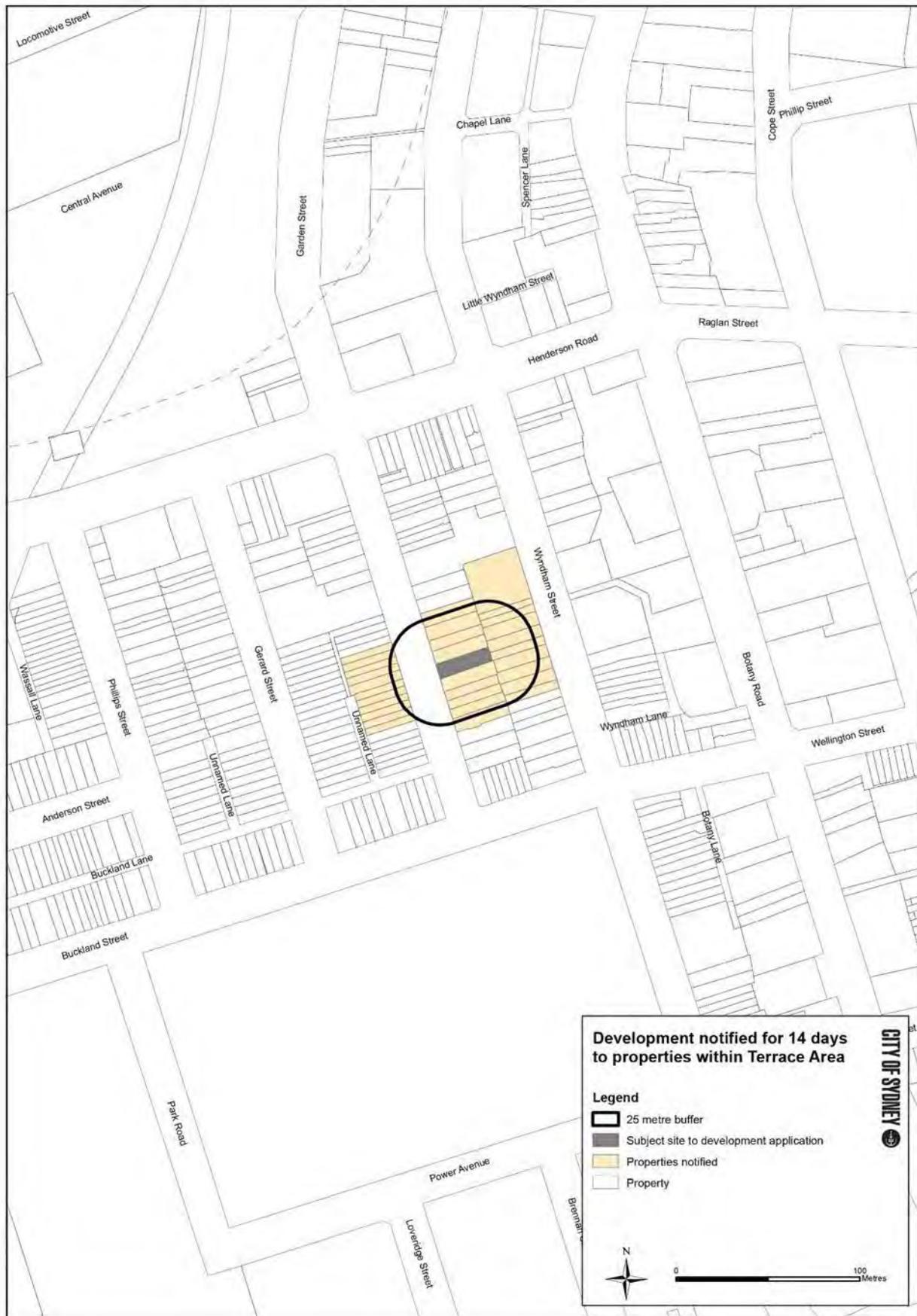
Development notified for 14 days to properties within Central Sydney



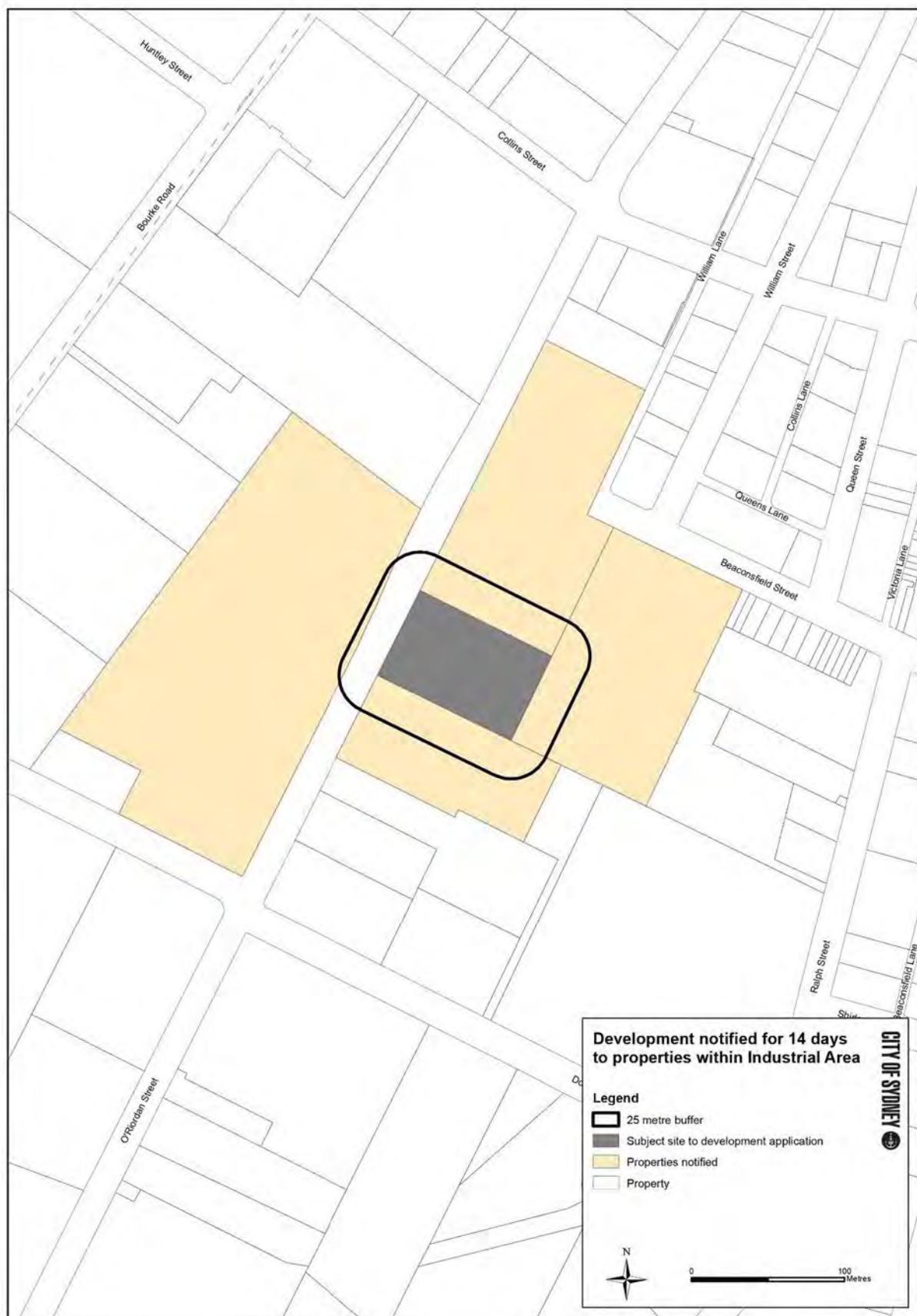
Development notified for 14 days to properties within Inner City



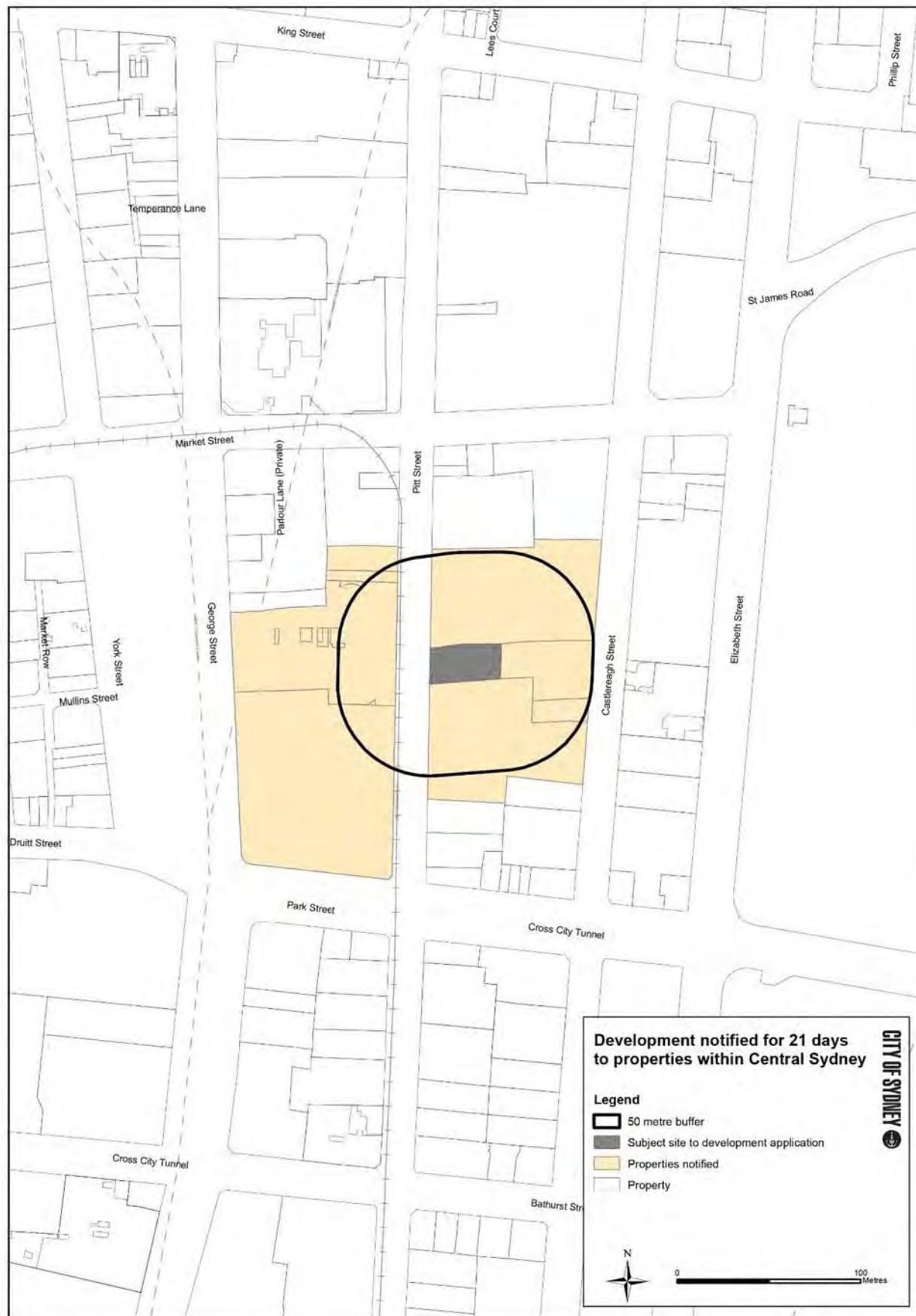
Development notified for 14 days to properties within Terrace Area



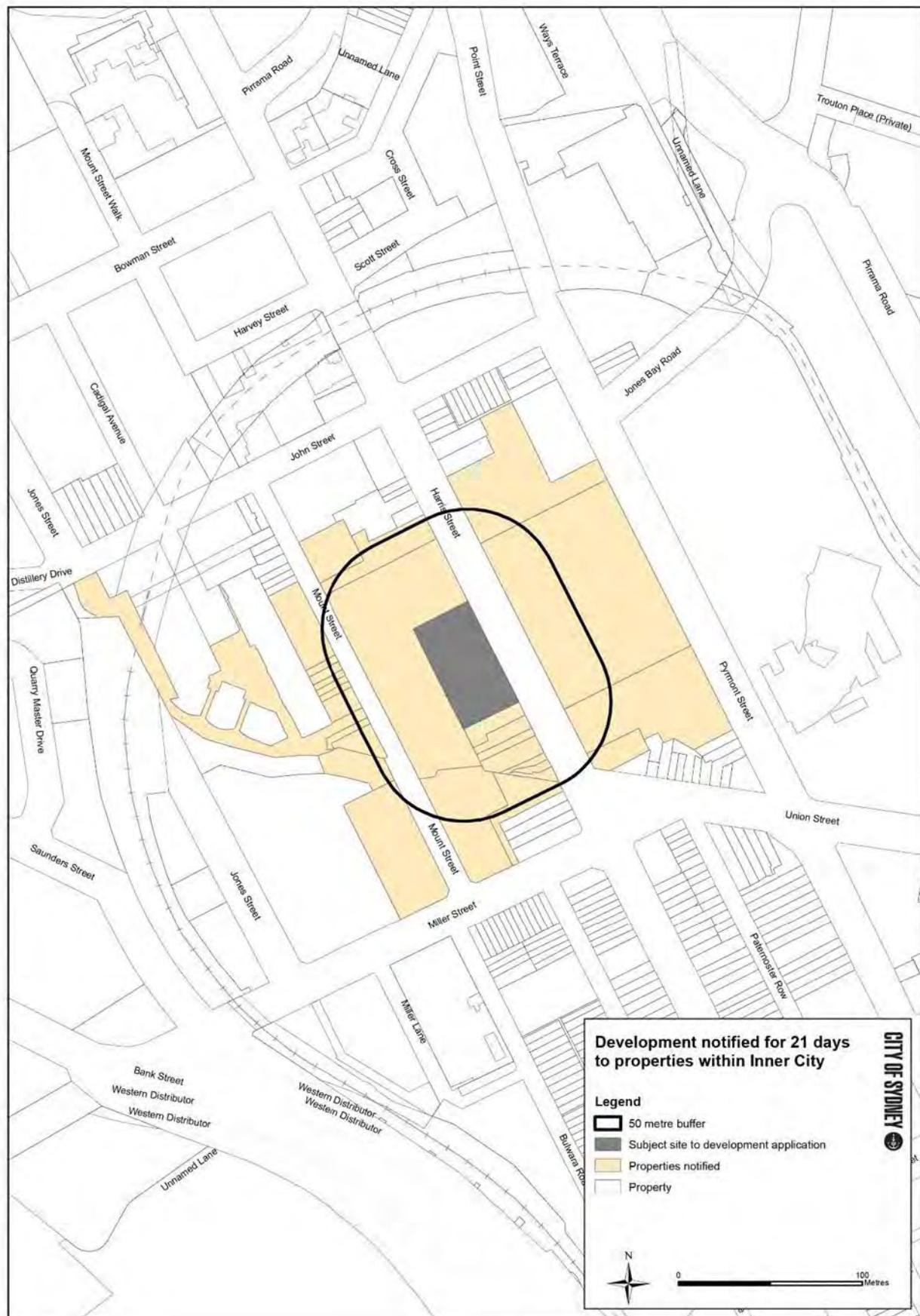
Development notified for 14 days to properties within Industrial Area



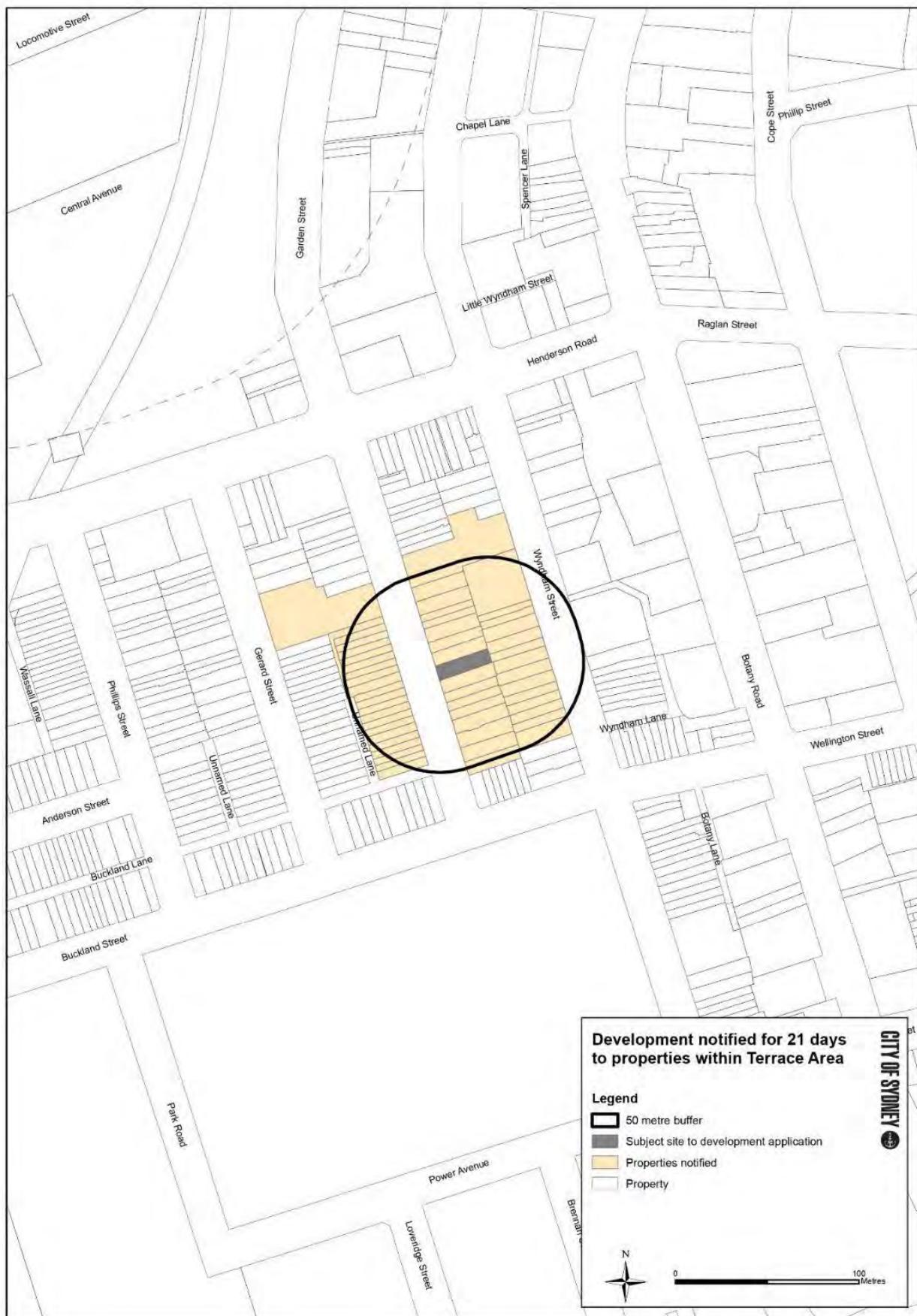
Development notified for 21 days to properties within Central Sydney



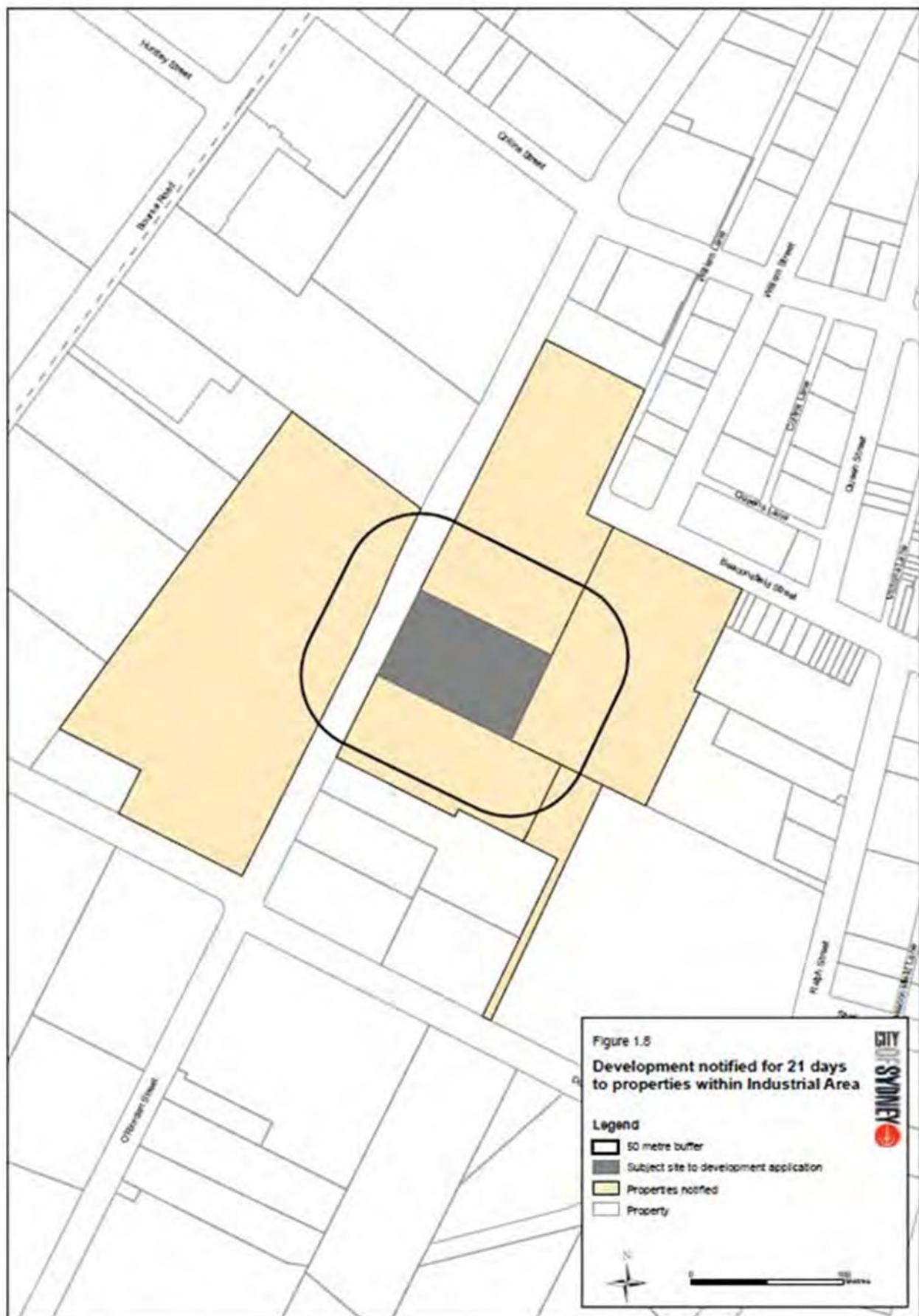
Development notified for 21 days to properties within Inner City



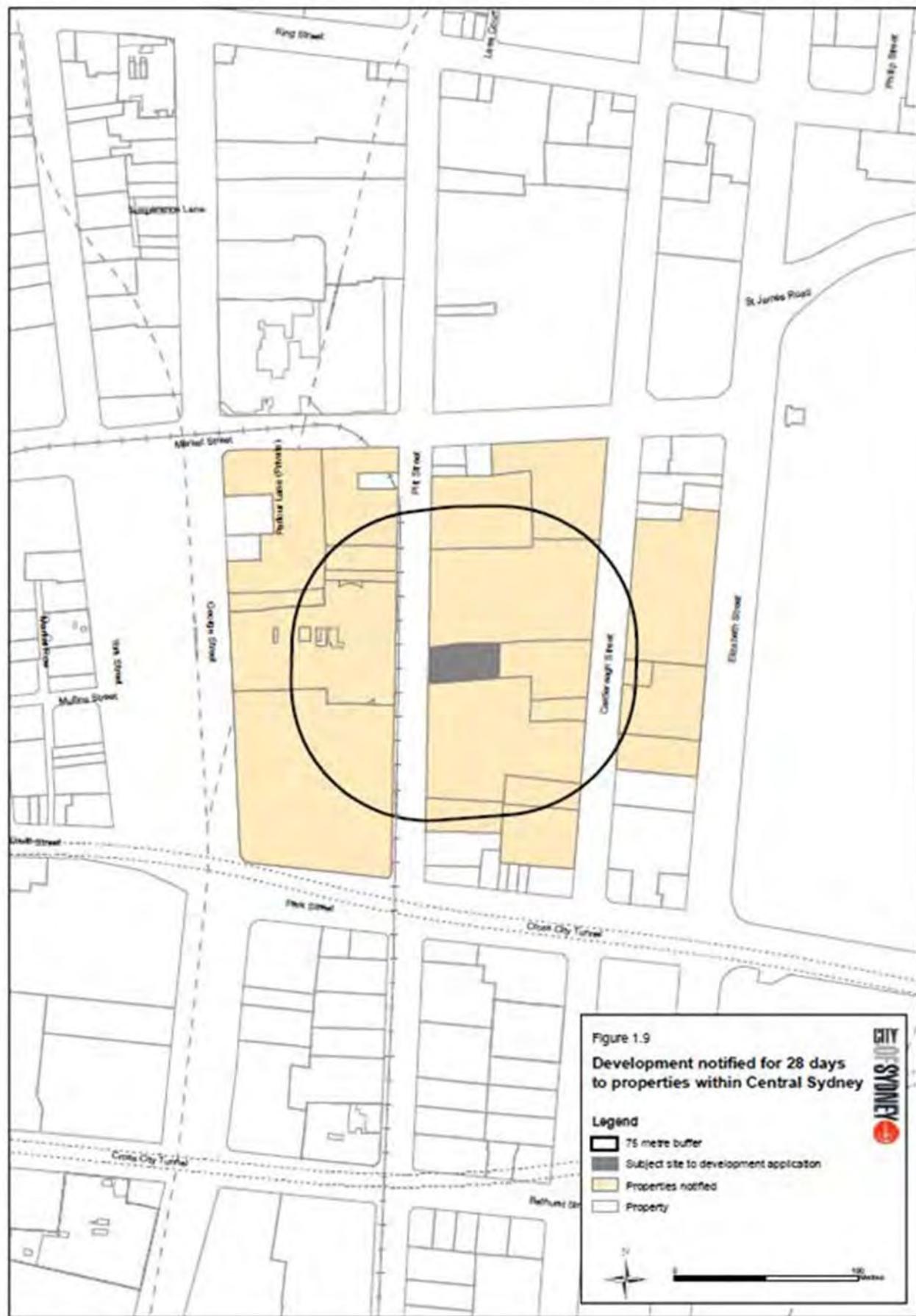
Development notified for 21 days to properties within Terrace Area



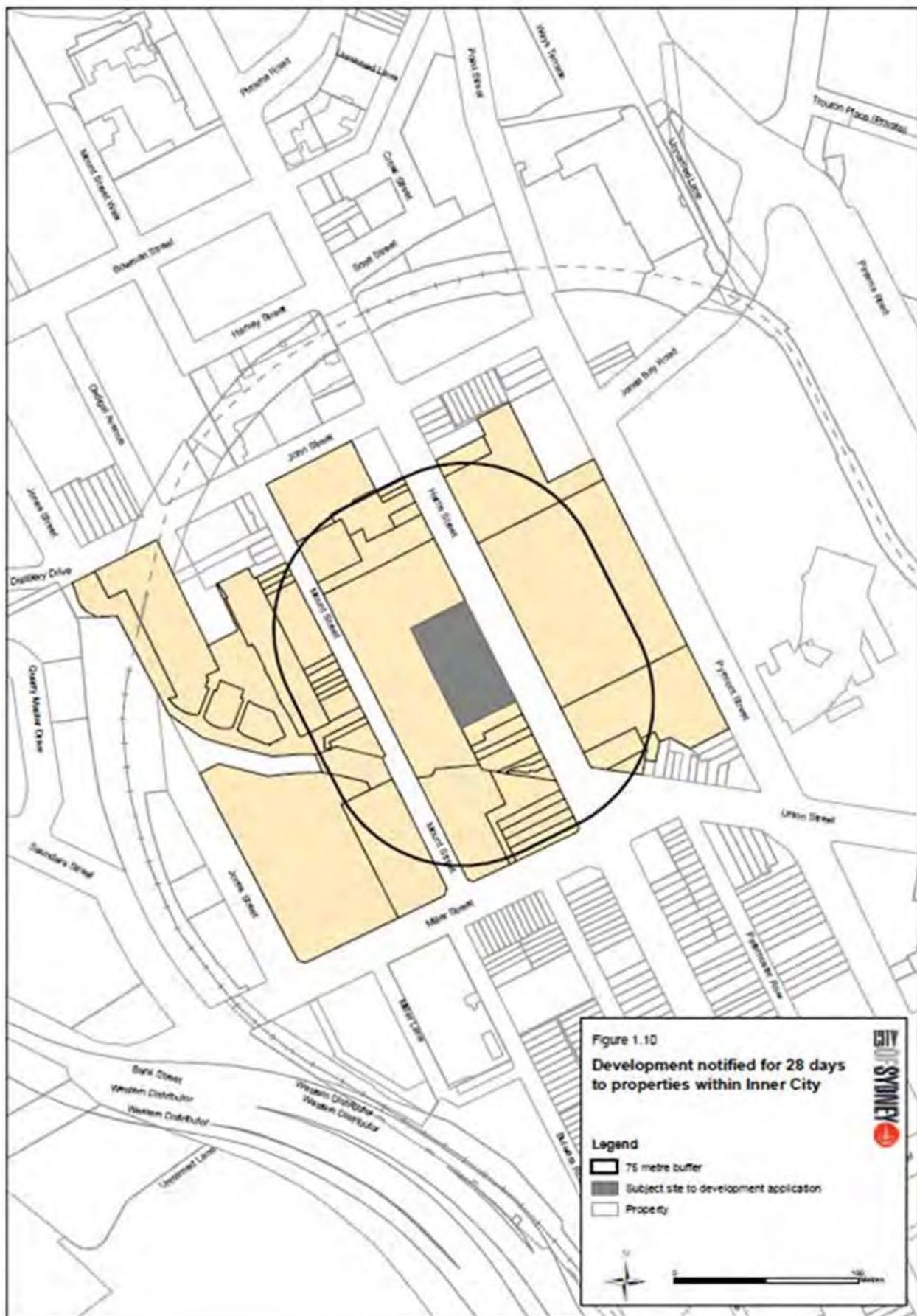
Development notified for 21 days to properties within Industrial Area



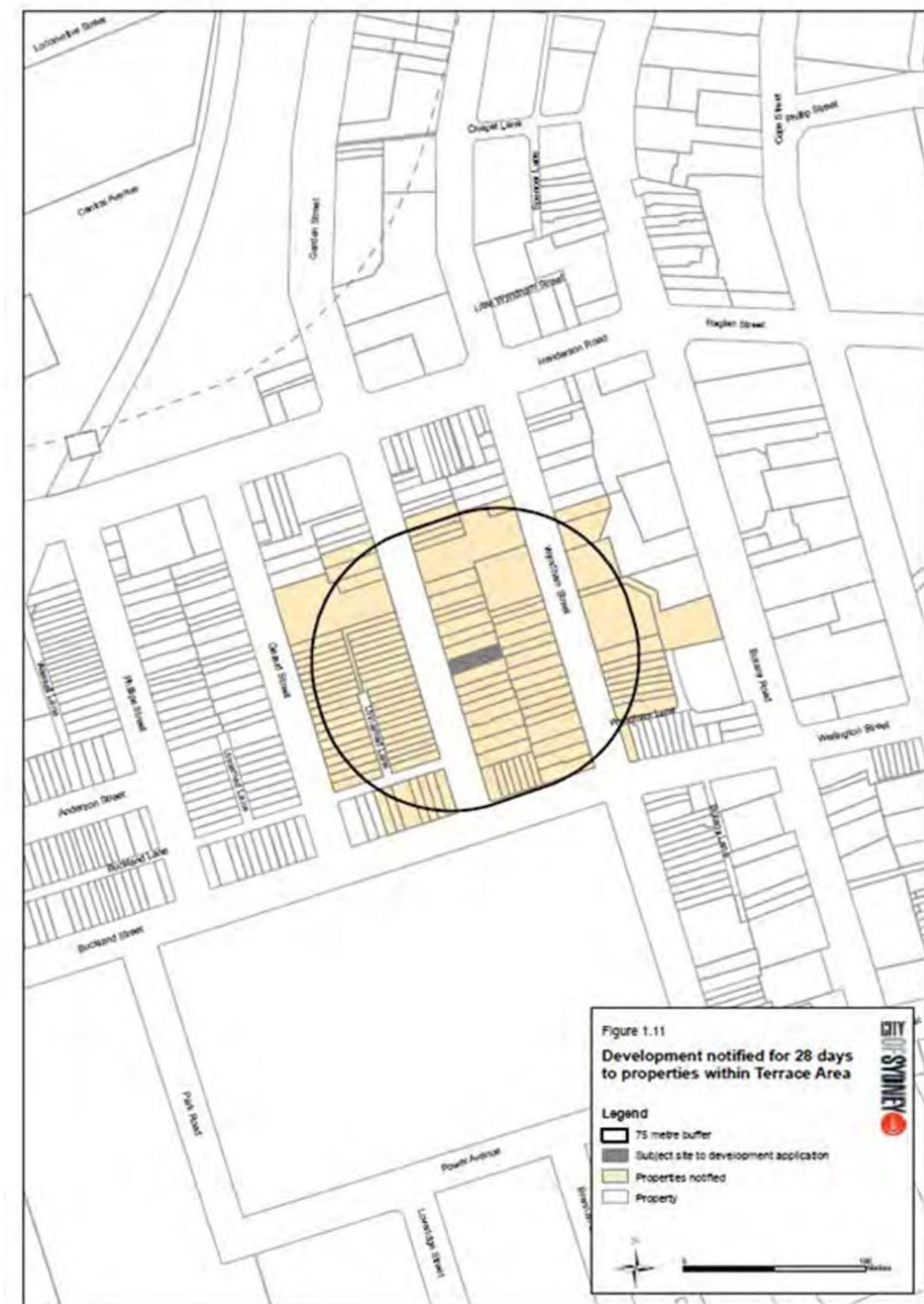
Development notified for 28 days to properties within Central Sydney



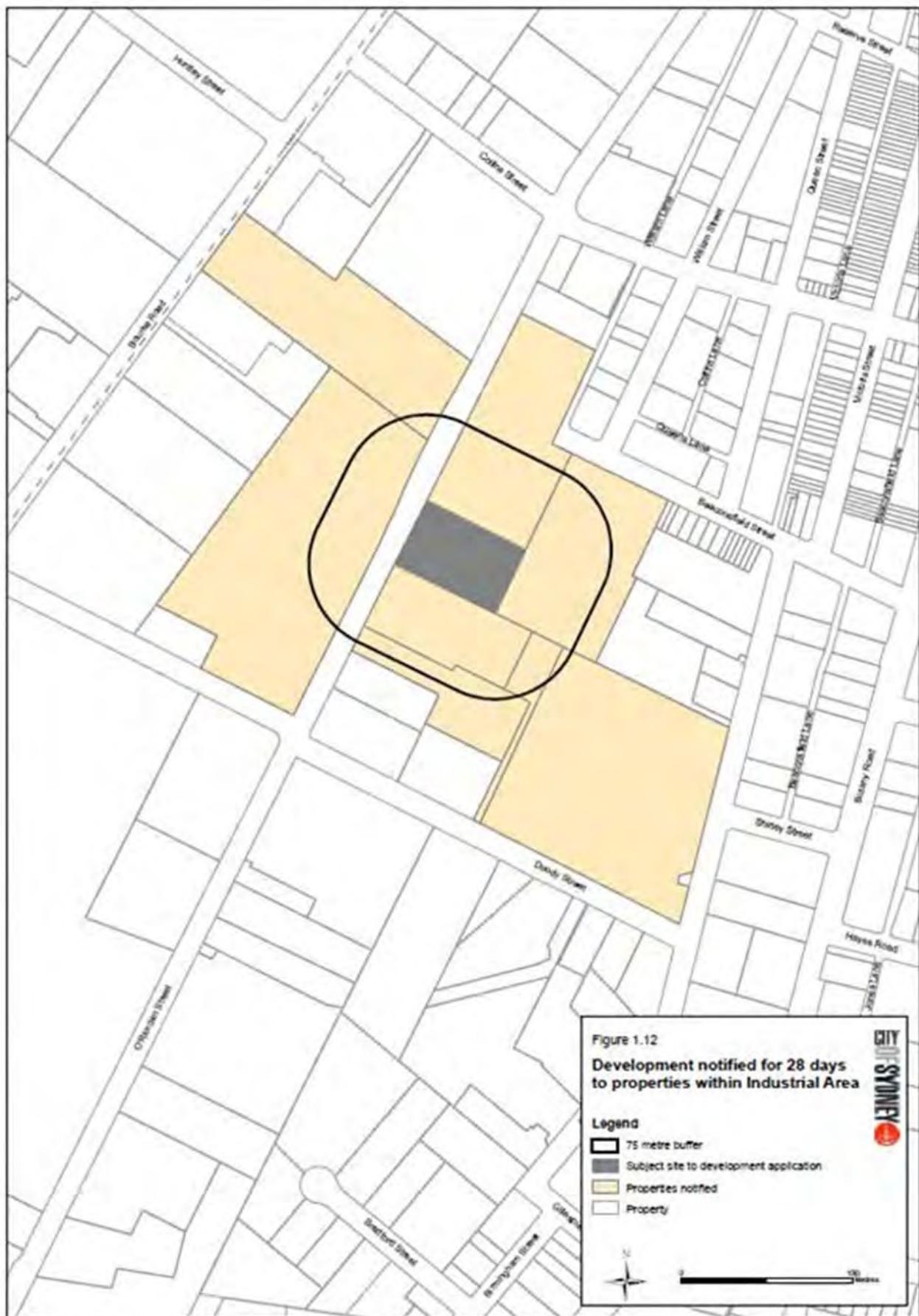
Development notified for 28 days to properties within Inner City



Development notified for 28 days to properties within Terrace Area



Development notified for 28 days to properties within Industrial Area



Appendix D: land use planning consultation matrix (community participation plan)

X = activity required under legislation

* = may be required by State Government

Category	Type	DA category	DA category detail	30 days exhibition period	28 days exhibition period	21 days exhibition period	14 days exhibition period	No notification	Site notice	City of Sydney consultation hub	City of Sydney planning site	Letter notification	Distribution 75 metre buffer	Distribution 50 metre buffer	Distribution 25 metre buffer
Strategic planning	Local Strategic Planning Statement				X					X		*			
Strategic planning	Community Participation Plan				X					X		*			
Strategic planning	Local Environmental Plans and amendments (Planning Proposals) ^a				X					X		*			
Strategic planning	Development Control Plans				X					X		*			
Strategic planning	Contribution Plans				X					X		*			
Strategic planning	Application for retrospective award of Heritage Floor Space				X					X	X	X			
Development assessments	Designated development				X					X	X	X			
Development assessments	Integrated development ^b				X					X	X	X			
Development assessments	State significant development				X					X	X	X			
Development assessments	Environmental impact statement				X						X				
Planning agreements	Planning agreements				X						X	X			
Development assessments	Development applications	Accommodation for aged and disabled persons provided under the Seniors Living SEPP				X				X	X	X		X	
Development assessments	Development applications	Boarding houses (new)				X				X	X	X		X	
Development assessments	Development applications	Category 1 Remediation work under SEPP 55 [SEPP (Resilience and Hazards)]			X					X	X	X	X		
Development assessments	Development applications	Change of use	from a dwelling to another use			X				X	X	X		X	
Development assessments	Development applications	Change of use	to a non-residential use in a residential zone			X				X	X	X		X	
Development assessments	Development applications	Change of use	convenience stores; sex industry premises; places of public entertainment; pubs; night clubs; bars; amusement arcades and the like			X				X	X	X		X	

Draft Community Engagement Strategy and Community Participation Plan 2025-2029

Category	Type	DA category	DA category detail	30 days exhibition period	28 days exhibition period	21 days exhibition period	14 days exhibition period	No notification	Site notice	City of Sydney consultation hub	City of Sydney planning site	Letter notification	Distribution 75 metre buffer	Distribution 50 metre buffer	Distribution 25 metre buffer
Development assessments	Development applications	Change of use	of a whole multi-storey building		X			X	X	X	X		X		
Development assessments	Development applications	Child care centres			X			X	X	X	X		X		
Development assessments	Development applications	Commercial/retail and other non-residential buildings	new buildings & additions less than 3 storeys			X		X	X	X	X			X	
Development assessments	Development applications	Commercial/retail and other non-residential buildings	new buildings & additions 3 or more storeys		X			X	X	X	X		X		
Development assessments	Development applications	Community centres / facilities			X			X	X	X	X		X		
Development assessments	Development applications	Community events				X		X	X	X	X			X	
Development assessments	Development applications	Council-related development applications	low-risk ^c	X				X	X	X	X			X	
Development assessments	Development applications	Council-related development applications	medium or high risk ^c		X			X	X	X	X				
Development assessments	Development applications	Development where value of work exceeds \$50 million			X			X	X	X	X				
Development assessments	Development applications	Educational establishments (e.g. schools, higher education institutions)				X			X	X	X		X		
Development assessments	Development applications	Food and drink premises (e.g. cafes, restaurants)	not in residential zones			X		X	X	X	X			X	
Development assessments	Development applications	Food and drink premises (e.g. cafes, restaurants)	in residential zones			X		X	X	X	X		X		
Development assessments	Development applications	Heritage	applications for award of Heritage Floor Space	X				X	X	X	X				
Development assessments	Development applications	Heritage	minor external alterations or additions to a Heritage Item			X		X	X	X	X			X	
Development assessments	Development applications	Heritage	minor external alterations or additions to a building within a Heritage Conservation Area			X		X	X	X	X			X	
Development assessments	Development applications	Heritage	significant alterations or additions to a Heritage Item	X				X	X	X	X				
Development assessments	Development applications	Heritage	significant alterations or additions, or new buildings, or full demolition of a contributory building within a Heritage Conservation Area		X			X	X	X	X				
Development assessments	Development applications	Home industry				X		X	X	X	X		X		X
Development assessments	Development applications	Industrial development	less than 500sqm new floor area			X		X	X	X	X		X		X
Development assessments	Development applications	Industrial development	500sqm to 1000sqm new floor area		X			X	X	X	X		X		X

Draft Community Engagement Strategy and Community Participation Plan 2025-2029

Category	Type	DA category	DA category detail	30 days exhibition period	28 days exhibition period	21 days exhibition period	14 days exhibition period	No notification	Site notice	City of Sydney consultation hub	City of Sydney planning site	Letter notification	Distribution 75 metre buffer	Distribution 50 metre buffer	Distribution 25 metre buffer
Development assessments	Development applications	Industrial development	over 1000sqm new floor area	X				X		X	X	X			
Development assessments	Development applications	Modifications to consent which will not impact upon surrounding land uses or increase impacts in comparison with the previous approval(s)					X				X				
Development assessments	Development applications	Place of Public Worship			X				X		X	X		X	
Development assessments	Development applications	Professional consulting rooms				X			X		X	X			X
Development assessments	Development applications	Outdoor café seating and/or coffee carts on footways							X		X	X			
Development assessments	Development applications	Residential flat buildings	new buildings & additions less than 3 storeys			X			X		X	X			X
Development assessments	Development applications	Residential flat buildings	new buildings & additions 3 or more storeys		X				X		X	X		X	
Development assessments	Development applications	Significant development or use of the public domain			X				X		X	X			
Development assessments	Development applications	Signs over 10sqm in area				X			X		X	X			X
Development assessments	Development applications	Single dwellings, including ancillary structures, involving construction; demolition; additions and/or alterations					X			X		X	X		X
Development assessments	Development applications	Subdivision – creation of new lots				X				X		X	X		X
Development assessments	Development applications	Telecommunications facilities (non-low impact facilities)			X					X		X	X		
Development assessments	Development applications	Threatened species development ^d			X				X		X	X			
Development assessments	Development applications	Visitor and tourist accommodation (including bed & breakfast premises that are not complying development, backpacker accommodation, motels and hotels)				X				X		X	X		X
Development assessments	Development applications	Trading hours	after 10 pm or 24 hour trading			X			X		X	X		X	
Development assessments	Development applications	Trading hours	extension of trial periods				X		X		X	X			X
Development assessments	Development applications	Modification applications	Section 4.55(1) application (i.e. correction of minor error)					X							X

Draft Community Engagement Strategy and Community Participation Plan 2025-2029

Category	Type	DA category	DA category detail	30 days exhibition period	28 days exhibition period	21 days exhibition period	14 days exhibition period	No notification	Site notice	City of Sydney consultation hub	City of Sydney planning site	Letter notification	Distribution 75 metre buffer	Distribution 50 metre buffer	Distribution 25 metre buffer
Development assessments	Development applications	Modification applications	Section 4.55(1A) application (i.e. involving minimal environmental impacts)				X								X
Development assessments	Development applications	Modification applications	Section 4.56 application (i.e. in relation to consents granted by the Land and Environment Court)			X		X		X	X				X
Development assessments	Development applications	Modification applications	Section 4.55(2) application (i.e. other modifications)			X		X		X	X				X

Note regarding Christmas, New Years, weekends and public holidays:

Should the timing of the application fall over the traditional holiday period of Christmas and New Years Day, the period between 20 December and 10 January If a notification period finishes on a weekend or a public holiday, it will be extended to the next business day.

- a. The exhibition periods and methods of notification for Planning Proposals can be extended, reduced, or amended by the Gateway determination of the Department of Planning.
- b. Re-notification of an application to modify a nominated integrated development application may not be required under section 108 of the Environmental Planning and Assessment Regulation 2021.
- c. As defined in the Council-related Development Applications Policy.
- d. Re-notification of an application to modify a threatened species development application may not be required under section 108 of the Environmental Planning and Assessment Regulation 2021.

Appendix E: glossary of terms – land use planning (community participation plan)

Term	Description
Local strategic planning statement	A long term land use planning vision, priorities and actions for the council area. It links the NSW Government's strategic plans and the City's Community Strategic Plan Delivering Sustainable Sydney 2030-2050 to the planning controls that guide development in the city.
Community participation plan	The plan that outlines consultation requirements for land use planning. It consists of chapters titled: Community participation plan for land use planning and appendices C, D and E.
Contributions plans	Prepared by councils to levy new development to fund additional or improved local, public infrastructure needed by the development and used by the whole community.
Local environmental plans (planning proposals)	The local planning laws prepared by councils but approved by the NSW Government. They set out what development can take place where, the maximum height and density of development, and what places need to be protected for their heritage value. They are amended by preparing a planning proposal.
Development control plans	Guidelines prepared by councils that describe the preferred way to undertake development that is enabled by a local environmental plan to get good planning and design outcomes and manage impacts.
Development applications	Development applications are required for development which is identified in an environmental planning instrument as development requiring consent, which is not identified that is not 'exempt' or 'complying' development. They can range from small scale proposals to renovate and extend a house, to new multi storey commercial towers.
Planning agreements	Planning agreements are voluntary agreements entered into by the City and a person, usually a developer, to deliver public benefits. Public benefits may include the dedication of land to Council, monetary contributions, public infrastructure, community facilities, affordable housing, any other material public benefit or any combination of these. Planning agreements are prepared under the Act in relation to either a planning proposal or a development application.
Footway applications	Outdoor dining within the local government area requires approval to use public land. Footway applications are assessed against various pieces of legislation, including but not limited to the Roads Act 1993 and Outdoor Dining Guidelines. Footway approvals set out how much of the public footpath outside a premises can be taken up by outdoor dining.
Section 4.55 modification applications	Under Section 4.55 of the Act, development consents can be modified. Applications to modify a development consent are split into three categories, based on the extent of environmental impact: Section 4.55(1) – modifications involving minor error, misdescription or miscalculation; Section 4.55(1A) – modifications involving minimal environmental impact; and Section 4.55(2) – other modifications

Appendix F: Petitions guidelines

The City of Sydney welcomes petitions as one way in which people can let us know their concerns. We set out below how council will respond to petitions that are sent to us.

What is a petition?

Council will treat as a petition for the purposes of these guidelines any communication that is either identified as being a petition, or which it seems to us is intended to be a petition.

Petitions can be sent directly to councillors or to:

City of Sydney Town Hall House
456 Kent Street
Sydney NSW 2001

Who can submit a petition?

Anyone can sign or organise a petition.

What are the guidelines for submitting a petition?

Petitions on the following matters will be considered by City of Sydney in accordance with these guidelines:

- issues relating to council's responsibilities
- issues which affect the City of Sydney or communities in our area, as long as Council is in a position to exercise some degree of influence.

If your petition is about something over which council has no direct control (for example the local railway or school), we will consider making representations on behalf of the community to the relevant body. The City of Sydney works with a large number of local partners and where possible will work with these partners to respond to your petition. If we are not able to do this for any reason (for example, if what the petition calls for conflicts with council policy), then we will set out the reasons for this to petitioners.

Where a petition relates to a matter over which council has no responsibility or influence, council will return the petition to the main petition contact with an explanation for that decision (and will wherever possible give petitioners any information that council has available as to where the petition should be redirected). If your petition is about something that a different council or other public authority is responsible for, we will ask the main petition contact whether they would like us to redirect the petition to the other authority.

Petitions submitted to council must include:

- a clear and concise statement covering the subject matter of the petition. It should state what action petitioners want the council to take
- the name and address and signature (or email address in the case of electronic petitions) of any person supporting the petition.

A petition should contain the name and address and contact details of the main petition contact. This is the person we will contact to explain how we will respond to the petition. If the petition does not identify a main petition contact, we will assume the first signatory is the main petition contact. The address may be where the signatory to the petition lives, works or studies. City of Sydney has the discretion to verify the name and address and signature of any person supporting the petition should we consider it necessary for any reason.

If you want your petition to be tabled at a meeting of council, you must send it to a councillor for them to consider tabling it.

State legislation may affect council's ability to respond to some petitions, including those related to development assessment, tendering or electoral laws. In the period immediately before an election, council may need to deal with your petition differently or in a different timeframe, and if this is the case council will contact the main petition contact to explain the reasons and discuss the revised timescale that will apply.

Before submitting a petition, you may first wish to check with councillors or with City of Sydney to see if we are already acting on your concerns and to confirm that council is the most appropriate body to receive your petition, as sometimes your petition may be more appropriate for another public body.

Types of petition

For the purposes of the council's petition guidelines all petitions that are received by council (that are considered to fall within the scope of these guidelines) will be treated as falling within one of the two different types of petitions, described below.

Petitions for tabling

These are petitions that have been sent to a councillor so that they can consider tabling it at a council meeting. If the councillor wishes council to debate the petition, they are required to submit it to the CEO (or their delegate) by 12 noon on the Tuesday in the week preceding council meeting. The motion that shall accompany tabled petitions whether notice has been given or not is: "That the petition be received and noted."

Where notice has not been given, a councillor may request that the petition be listed on the agenda for the next meeting to enable it to be debated.

Petitions

These are petitions that have been sent to the CEO or to city staff, either directly or via councillors or the Lord Mayor.

What happens when a petition is received?

Within 15 working days of receipt by the CEO or city staff, we will acknowledge receipt to the main petition contact and will advise the main petition contact:

- whether we consider that the petition falls within the scope of council's petition guidelines
- the identity of the person or body within City of Sydney to whom the petition will be reported for consideration
- where we consider that the petition does not fall within these guidelines, we will advise all petitioners of the reason for this decision

At the same time as responding to the main petition contact, we will notify the relevant City of Sydney director with responsibility for the matter to which the petition relates and all councillors of receipt of the petition.

In the event that the subject of a petition falls within the remit of more than one director, the petition will be reported to both directors, who will be asked to nominate one of them as the lead for the matter.

In some cases, we may be able to resolve the petitioner's request directly, by requesting the relevant council officer to take appropriate action. Where this is done, we will advise all signatories, where valid addresses have been provided, that we consider that the matter is resolved and explain how it has been resolved.

If any signatory is not satisfied with the outcome they may appeal to the CEO in accordance with the procedure set out below. In all other cases, within 3 months of receipt of a petition (or sooner where possible), we will provide a substantive response to the signatories giving information about what steps we have taken or propose to take in response to the petition and our reasons for doing so.

When we receive a petition, our response will depend on what a petition asks for and may include one or more of the following:

- giving effect to the request in the petition
- considering the petition at a meeting of council
- research or consultation
- giving a written response to all signatories setting out our views about the request in the petition.

In addition to these steps, City of Sydney will consider all of the specific actions that it can potentially take on the issues highlighted in the petition.

What will happen to a petition for tabling?

If a councillor to whom the petition is sent submits it to the CEO in accordance with the procedure for notifying petitions, the petition will be debated by council at its next ordinary meeting. This means that the issue(s) raised in the petition will be discussed at a meeting at which all councillors can attend.

Petitions will not be considered at extraordinary meetings of council unless it is convened to consider the subject matter of the petition.

The procedure to be followed during the petition debate is the same as for debate on any other motion and is set out in council's code of meeting practice.

Following consideration by council of a petition for tabling, council may make a decision on the subject matter of the petition if a notice of motion has been received, may request that it be listed on the agenda for the next council meeting to enable debate or may refer the petition to the CEO to respond as per petitions received directly.

What can I do if I feel my petition has not been dealt with properly?

If any signatory is not satisfied with the outcome of council's consideration of their petition, they may appeal to the CEO setting out the reasons for their dissatisfaction. The CEO may choose to instigate an investigation, make recommendations to the executive, or arrange for the matter to be considered at a meeting of council. Once the appeal has been considered the CEO will provide the person who has appealed with written confirmation of the outcome.

Excluded petitions

Council's petition scheme does not apply to the types of petition listed below. If council receives a petition that it considers to be an excluded petition, we will contact the main petition contact to advise them that we do not consider that their petition falls within the scope of council's petition guidelines and the reasons for this decision.

Petitions excluded by statutory consultation, review or appeal rights

In order not to duplicate procedures where established processes already exist for people to voice their opinions, the following matters are excluded from the scope of council's petition guidelines:

- any matter relating to a planning decision that has already been made by council or city staff; or
- any matter relating to an individual or entity in respect of which that individual or entity has a right of recourse to a review or a right of appeal conferred by or under any enactment.

However, a petition that alleges a systematic failure to deliver services in the above areas is within the scope of council's petition guidelines. For example, while a petition on an individual planning application would be an excluded petition, a petition about council's failure to deliver an effective service for planning applications would be within the scope of these guidelines.

Petitions that are vexatious, abusive or otherwise inappropriate

If, in the opinion of City of Sydney, a petition is vexatious, abusive or otherwise inappropriate, we will acknowledge receipt of the petition to the main petition contact. We will explain to them the reason why we consider that the petition is vexatious, abusive or otherwise inappropriate and that we will not be taking any further action in respect of the petition. Please note that petitions which raise issues of possible councillor misconduct will be taken as complaints arising under council's code of conduct, rather than considered under these guidelines.

Repeat petitions

A petition will not normally be considered where it is received within 24 months of another petition being considered by council on the same matter. When a petition is received on a similar issue to a previous petition, petitioners will be notified of the outcome of the previous petition if City of Sydney considers that the issues raised have been addressed.

