



Delivery Program 2022–2026

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

The Council of the City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area. We acknowledge Elders past and present and celebrate the diversity of Aboriginal and Torres Strait Islander peoples and their ongoing cultures and connections to Country.

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Cover image: George Street transformation, City Centre - Photo by Mark Metcalfe / City of Sydney

1. Message from the Lord Mayor

This Delivery Program and Budget outlines our work to continue to build a more resilient and sustainable city, respond to the climate emergency, increase green space and deliver new and improved facilities for our growing community.

Since 2004, we've delivered hundreds of beautifully designed projects including parks, playgrounds, childcare centres, pools, libraries, theatres and community and cultural spaces and we are working on many more.

State-of-the-art community facilities, open green spaces and infrastructure projects are all being built or upgraded to create more welcoming and connected neighbourhoods to meet your needs.

From transforming George Street and the surrounding lanes to our continuing development of the Green Square town centre, we're dedicated to making sure Sydney is a great place to live, work and visit, well into the future.

We're continuing to create a city where people can walk and cycle safely with additional investment in George Street North and continuing the installation of separated cycleways and connections. We'll keep revitalising and maintaining our parks, leisure facilities and green spaces and create even more green spaces for the community with new parks such as Wimbo Park and the Drying Green Park.

Our Environmental Strategy will help direct our work to ensure Sydney is a sustainable and resilient city. We will continue to reduce the impact of our operations and maintain our commitment to carbon neutrality. We will also strengthen our existing community partnerships to reduce carbon emissions, support our communities to adapt to climate change and deliver improved waste and water outcomes.

The pandemic has had a significant impact on the city's economy, so our focus will be on continuing to support recovery and investing in events and activations.

Cultural and creative highlights will include hosting Sydney World Pride in 2023, the Oxford Street LGBTIQ+ Place Strategy, development of new creative spaces and ongoing support for vulnerable communities. We're also commencing work on Yananuralla, a project to celebrate the cultures and heritage of First Nations people along the Harbour foreshore.

Through the Resilient Sydney program we will continue to partner with regional governments, business and the community to facilitate building the resilience of communities and councils to adapt, respond and recover from ongoing acute shocks such as extreme weather events, and long-term stresses like housing affordability.

The most successful global cities are characterised by high levels of social wellbeing – not just high levels of economic activity – and leading cities around the world are choosing to meet the challenges facing urban communities with strategies that strengthen social fabric and liveability.

As tourists and visitors return to our harbour city, we need to ensure our facilities and infrastructure remain second to none so that inner Sydney retains its status as an exciting and sustainable place. We are allocating funding for additional street closure events, city greening, new grants programs and public works.

Despite significant losses to our revenue through the pandemic, and new expenditure on programs to help our community recover, we have prepared a budget that will maintain our high level of service and continue our work to facilitate post-pandemic recovery whilst ensuring the City's financial sustainability into the future.

Our Delivery Program and Budget is a huge investment that will nurture the city's liveability, help the community and the economy recover from the pandemic, improve sustainability and resilience, create new public open spaces and enhance our cultural life.

Clover Moore

Lord Mayor

A handwritten signature in black ink that reads "Clover Moore". The signature is written in a cursive, flowing style. The first name "Clover" is written in a smaller, more compact script, while "Moore" is written in a larger, more expansive script. A long, horizontal, slightly wavy line is drawn underneath the entire signature.

2. Message from the CEO

In preparing this delivery program we recognise ongoing uncertainties lie ahead as the City, Sydney, and NSW recovers from the Covid pandemic – now in its third year - and the impacts of recent floods which followed the devastating bushfires of 2019-20. Still our focus remains on working toward the sustainable development of our city which took shape in 2008 and as seen in Sustainable Sydney 2030.

Guided by Sustainable Sydney 2030-2050 Continuing the Vision we will continue to deliver projects, programs and activities which align with our goal for a sustainable city.

While the last delivery program responded to a period of rapid growth in the city with the delivery of major projects in the evolving Green Square town centre, this delivery program will have a focus on revitalisation of the Sydney centre and our villages.

We will deliver innovative events and programs to encourage people back into the city and enliven public spaces and places through creative installations.

Through our planning controls and economic programs, we will encourage diversification through our innovative sector. A focus of ours in this delivery program will be working with others to bring to life the Tech Central precinct and further support start ups through creative spaces, events and grants.

The pandemic has heightened the need for more open, green and connected spaces and we will respond in this delivery program by increasing greening in the city. We have committed to this in our Greening Sydney action plan

We have moved quickly to adapt to the rapid changes of the past few years and will continue to do so – particularly in supporting our creative sector through our extended grants program. We will use our voice to advocate for a more equitable and inclusive actions from the federal and NSW governments, our partners and others, particularly around the affordability of housing and provision of adequate social housing.

The City's revenue and financial position have been impacted by the Covid-19 pandemic. We will work hard to restore our financial position back in line with our long-term financial plan while continuing provide a high quality of services to our many communities and respond where we can to help with the city's recovery. The City's strong financial management over the past years has provided a platform to contribute to the revitalisation of the city and its cultural heart. This delivery program commits us to restore our financial position, ensuring future Councils are strong to deliver for our diverse community in the years to come.

I am proud to lead an organisation which has at its core strong governance principles and practices. My team and I will continue to work hard to serve the community.

Monica Barone

Chief Executive Officer



3. Aboriginal and Torres Strait Islander statement

Aboriginal and Torres Strait Islander communities in the City of Sydney were extensively consulted more than a decade ago to inform Sustainable Sydney 2030 and this consultation continues today.

The First Peoples Dialogue Forum was an integral part of the community engagement process to ensure that Aboriginal and Torres Strait Islander voices were influential in developing Sustainable Sydney 2030 - 2050 Continuing the Vision. The Aboriginal and Torres Strait Islander Advisory Panel was also briefed and invited to participate in workshops and forums.

The City of Sydney is committed to listening to, working with and elevating the voices of Aboriginal and Torres Strait Islander peoples in the city. We acknowledge the harmful impact of colonisation and government policies is still impacting on the city's Aboriginal and Torres Strait Islander peoples. It has led to intergenerational trauma and disadvantage in housing, education, health and wellbeing.

By addressing housing affordability, cost of living and gentrification, we will work to prevent further displacement of Aboriginal and Torres Strait Islander peoples. The City of Sydney understands that these past injustices affect us all as a nation and must be addressed in consultation with Aboriginal and Torres Strait Islander peoples.

We recognise that the British occupation of the shores of Warrane, Sydney Harbour which began in 1788 had far-reaching and devastating impacts on the Eora nation. Longstanding ways of life were disrupted by invasion and the Aboriginal peoples' Country, lands and waterways appropriated.

Today Sydney is of prime importance as an ongoing centre for Aboriginal and Torres Strait Islander communities, cultures, traditions and histories.

Despite the destructive impact of this invasion, Aboriginal cultures have endured and are now globally recognised as one of the world's oldest living cultures. Aboriginal people have shown and continue to show, enormous resilience coupled with generosity of spirit towards other peoples with whom they now share their land.

The City of Sydney strives to reflect the needs and aspirations of Aboriginal and Torres Strait Islander communities and supports their quest for self-determination. By understanding the harsh truth of our shared past, we are laying the groundwork for a future that embraces all Australians, a future based on genuine engagement, mutual respect and shared responsibility for our land.

The ongoing custodianship of the Gadigal of the Eora Nation is an essential part of this future, as is Sydney's continuing place as central to Aboriginal and Torres Strait Islander cultures and communities.

We are working to embed principles that acknowledge the continuing cultural connection to, and care for Country by Aboriginal peoples. The principles aim to provide a new way to think about our responsibilities to the land, to heal and nurture it for future generations.

There are many sites across our local area with historical and cultural significance for Aboriginal and Torres Strait Islander communities. We have documented many of these in Barani/ Barrabugu (Yesterday/ tomorrow), a free guide to Sydney's Aboriginal histories.

The City of Sydney works with and has achieved much with Aboriginal and Torres Strait Islander peoples and the Aboriginal and Torres Strait Islander Advisory Panel since 2008. These gains are consistent with the principles of cooperation signed between us and the Metropolitan Local Aboriginal Land Council in 2006. Here are some milestones:

- 2011 As part of the Eora journey project we committed to fund and install 7 artworks by Aboriginal and Torres Strait Islander artists in public areas. It is part of our commitment to celebrate the living culture of First Nations Australians.
- 2015 We adopted an inaugural Innovate reconciliation action plan in partnership with Aboriginal and Torres Strait Islander peoples as part of our deep commitment to reconciliation.
- 2016 We adopted the 10-year Eora journey economic development plan.
- 2020 A stretch reconciliation action plan built on our success and extended our actions. It includes targets to increase employment of Aboriginal peoples, spending with businesses, cultural learning activities for all staff and major public works such as the harbour walk and bara, an artwork and monument to the Eora people.

Our actions and commitments will help to ensure the political, economic, social and cultural rights of Aboriginal and Torres Strait Islander peoples are embedded in subsequent economic, social, environmental and cultural change.



Welcome to Redfern, 2016, Reko Rennie in collaboration with local youth artists – Photo by Adam Hollingworth / City of Sydney

4. Inclusion and equity statement

Diverse communities live, work in and visit Sydney. The City of Sydney values and respects the diversity of these cultures, communities and experiences.

We value the city's Aboriginal and Torres Strait Islander peoples, and the Gadigal of the Eora Nation as the Traditional Custodians of this local area.

We value Sydney's multicultural society and the varied languages, traditions, religious and spiritual practices of the people who call the city home.

We value the range of identities, perspectives, experiences and lifestyles of our communities. They include older and young people, people with disability and individuals with diverse political beliefs and perspectives. We respect people with diverse gender identities and our LGBTIQ+ communities.

We value the contributions made by all individuals and believe this diversity strengthens the city.

The City of Sydney champions human rights and people's right to self-determination, as we strive for inclusion.

We demonstrate our commitment to diversity and inclusion by respecting the dignity and worth of all people, equitably treating communities and employees, and fairly providing services, facilities and public spaces.

We want to promote a society where self-determination and inclusive participation is valued and to demonstrate these principles in all that we do.

Our work with communities strives to eliminate discrimination and mitigate disadvantage, to actively remove barriers to inclusive participation and to promote relationships that are based on understanding and respect.

Our communities expressed the same aspirations when we engaged them on the future vision for the city. The citizens jury recommended concepts that included the active participation of Aboriginal and Torres Strait Islander peoples in the governance of the city in an embedded and respectful way. It's a model of participatory governance that genuinely engages all citizens in decision making on all levels and housing for all to ensure that the city is inclusive and promotes social and community cohesion.

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

5. Introduction

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

Ten revised strategic directions provide a framework for action to be taken by the City of Sydney, other levels of government, civil society and by communities. Ten project ideas building on past projects have been developed. These ambitious ideas illustrate ways the vision for the city could be realised by 2050.

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

Our delivery program

Our Delivery Program 2022-26 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. This includes implementing the strategies and outcomes established by the Community Strategic Plan Delivering Sustainable Sydney 2030-2050.

The delivery program acts as the link between our community strategic plan and the annual operational plan and it is a point of reference for all principal activities undertaken by the council during its term of office.

The City's plans, projects, activities and budgets in our operational plan are directly linked to this delivery program. Importantly, our plans also demonstrate how our 'business-as-usual' activities and services help to achieve our community strategic plan objectives (services relevant to each strategic direction are identified in our operational plan).

The delivery program also identifies key performance indicators and targets that contribute to the outcomes under each strategic direction in the community strategic plan. Progress in implementing our 4 year delivery program is reported every six months to Council.

The communities' vision for the future

Our communities support our green, global and connected city. This is what that means.

Green

We aspire to a sustainable future where everyone in the city does their part to respond to the climate emergency and contributes to improving environmental conditions on the planet.

It will mean citizens responsibly reduce their environmental footprint by cutting what they consume, minimising waste and sharing resources.

Business and institutions will take the lead in research, investment and innovation to remove carbon and transform our economy.

A regenerative circular economy will be driven by new design and manufacturing techniques with producers taking responsibility for their products' life cycle.

The city is naturally cooled by trees and greenery, helping support wellbeing and improving amenity.

Our collective voices and actions influence others, locally and globally.

The city and communities adapt to be resilient to the impacts of the changing climate.

The city is planned so that housing, transport, facilities, infrastructure and open space allow people to be close to their jobs and what they need for daily life.

Global

We aspire to the city being a leader in our region for just and sustainable growth, creativity and innovation. It will have a thriving 24-hour economy and opportunities for all.

It will mean the real history of our country is acknowledged and truth telling elevated to enable us to go forward together with Aboriginal and Torres Strait Islander peoples in a true spirit of reconciliation.

Everyone in the city has an opportunity to participate in its economic, social and cultural life and reach their full potential.

Our global orientation and connections keep the city at the forefront of sustainable investment, jobs and businesses as an international gateway and leading destination for talent, business and leisure visitors.

We all work collaboratively to enhance Sydney's reputation as a welcoming, diverse, inclusive and safe city that works to restore its natural environment and ecosystems.

Investment and support for creativity and innovation leads to strong economic growth.

New business models diversify our economy and business takes the lead in the transformation to a zero-carbon economy.

Sustained investment in infrastructure, icons, amenities and public space supports the city's thriving cultural life. Curiosity and experimentation are encouraged. Leadership, bold ideas and new talent are rewarded.

Smart, resilient infrastructure supports business investment and services our communities.

Business, government and communities are part of global networks and are active participants in global knowledge exchange.

Connected

We want social, business, cultural and physical connections within the city that allow us to reach our full potential, while being able to adapt to changes and withstand adversity. It will mean people look out for one another and feel safe.

Community cohesion is stronger from our efforts to learn from, understand and connect with one another.

Communities, particularly children and young people are engaged, use their voices and actively participate in governance and decision-making processes.

People and organisations within the city are prepared for and able to recover from most situations.

Our city celebrates and strengthens its diverse, multicultural communities and everyone feels welcome here.

Our lives are enhanced as our diverse communities contribute to the richness of the city's culture, where we record and share our stories, our history and our local creative achievements.

The city's distinctive local neighbourhoods provide strong focal points for community life, enriching experiences, recreation and simply coming together – all essential for health and wellbeing.

We can easily walk and ride bikes around our city and enjoy good public transport connections to the rest of metropolitan Sydney.

People feel connected to their city and to one another. These connections create the capacity to adapt to change and withstand adversity.

The City of Sydney continues its commitment to lead change through partnership and collaboration with government, the private sector and our communities.

About Sydney

The City of Sydney is the local authority with responsibility for the area shown on the following map. We share some areas of authority with other agencies at different levels. The NSW Government has an explicit strategic interest. State agencies also have key planning and development responsibilities.

The City of Sydney (or the **City**) is the organisation, responsible for the administration of the local government area.

The Council is the elected Councillors of the City of Sydney. The most recent election was held on 4 December 2021 and the current term will run until September 2024.

The city is the geographical area administered by the City of Sydney and its physical elements. It is made up of 33 suburbs wholly or partly within our local government area boundary.

The city centre is the Sydney central business district and includes major civic functions, government offices, and cultural and entertainment assets. It runs between Circular Quay and Central station, the Domain / Hyde Park and Darling Harbour.

Eastern City District as defined by the Greater Cities Commission, is "the engine room of Greater Sydney's economy". The City of Sydney area is within the Eastern City District. The district also includes these local government areas: Bayside; Burwood; Canada Bay; Inner West; Randwick; Strathfield; Waverly, and Woollahra.

Greater Sydney, or **metropolitan Sydney**, extends from Wyong and Gosford in the north to the Royal National Park in the south and follows the coastline in between. Towards the west, the region includes the Blue Mountains, Wollondilly and Hawkesbury. Greater Sydney covers 12,368 square kilometres.

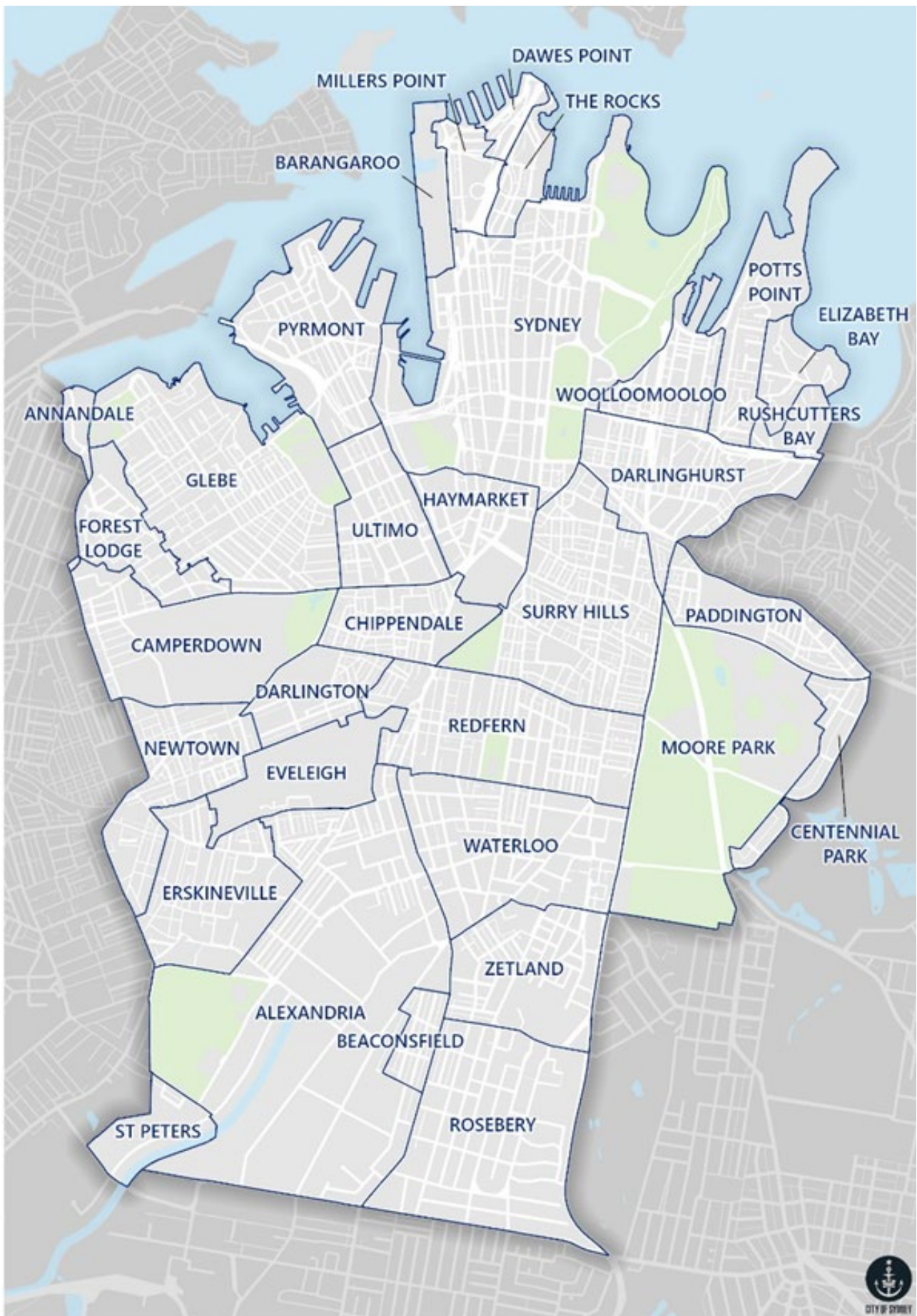


Figure 1. Sydney local government area showing its 33 suburbs

The integrated planning and reporting framework

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.

The City of Sydney is a local government organisation governed by the requirements of the *Local Government Act (1993)* and Regulations, the *City of Sydney Act (1988)* and other relevant legislative provisions.

The Local Government Act includes principles for local government, which identify the matters councils need to consider when carrying out their responsibilities. Integrated planning and reporting is included as one of the principles.

Integrated Planning and Reporting (IP&R) gives the City a framework for identifying the priorities of its many communities and creating a holistic approach to planning to achieve those goals in a sustainable way, given the resources available. The NSW Government's framework, introduced in 2009, applies to all councils in the state.

Using this framework, the City has prepared a number of plans which detail how we intend to deliver on the communities' priorities identified through consultation and engagement and articulated in the Community Strategic Plan.

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

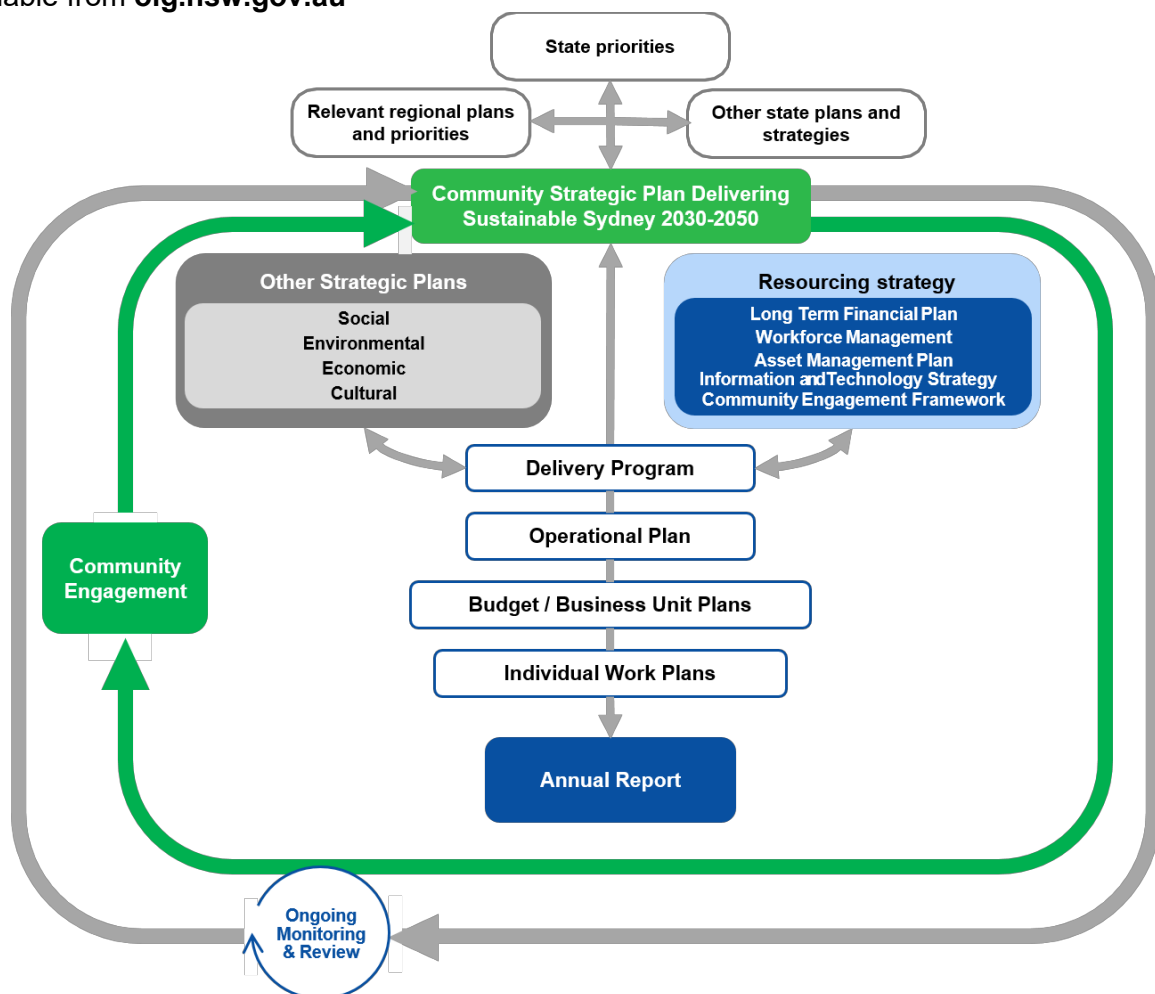


Figure 2. Integrated planning and reporting framework diagram, adapted from Office of Local Government

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 that the City will prepare.

Our community strategic plan was developed with, and on behalf of, the communities we serve. It identifies the community's main priorities and aspirations and guides all our other strategies and plans which help us to achieve these.

It takes a long-term view, identifying issues and opportunities to be addressed in the city over the next three decades. We update this plan every four years, in line with government requirements, and to adapt to changing circumstances and community aspirations.

The delivery program (this document) acts as the link between the long term community strategic plan and the annual operational plan.

The City's Delivery Program 2022-26 (the delivery program) 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 also identifies priority projects and programs with key performance indicators and targets that contribute to the outcomes under each strategic direction in the community strategic plan.

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

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

Resourcing the Plan

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

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

The Resourcing Strategy spans a period of 10 years and has 5 components:

1. Long term financial plan

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

2. People (workforce) strategy

The People Strategy identifies the City of Sydney's current and future workforce needs. The plan ensures the City of Sydney workforce has the capacity and capability to create the outcomes in the community strategic plan.

3. Asset management plan

The Asset Management Plan is a plan to ensure appropriate standards for maintenance and renewal of key assets, detailing status and resource requirements. These assets are valued at approximately \$13 billion (including land) under City of Sydney care and control.

4. Information and technology strategy

This plan sets the information and technology direction and priorities that are aligned with the community strategic plan, community needs and government information and data policies. The plan guides information and technology related decision making, priorities and investment.

5. Community engagement strategy

The Community Engagement Strategy sets out a framework for how we consult diverse communities and collaborate, involve and empower communities to take part in shaping the future of our city.

The resourcing strategy should be read in conjunction with this delivery program and the operational plan to identify the resourcing needs for our activities.

Monitoring and review

The City's key plans are prepared and updated periodically and are subject to a review following the election of each new Council. The review process includes extensive engagement and input from all business units at the City and feedback from the community from submissions and other engagement activities, as well as consideration of planning priorities of other levels of government and agencies.

Progress towards our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 strategic goals is monitored through regular reporting to Council. We conduct half yearly, annual and whole of each council term performance reporting, and quarterly and annual financial reporting. Additionally, Sustainable Sydney 2030-2050 Continuing the Vision and the community strategic plan contain 10 targets to measure progress.

Ten targets to measure progress



By 2035 we will achieve net zero emissions in the City of Sydney local area



By 2050 there will be a minimum overall green cover of 40%, including 27% tree canopy cover.



By 2030 residential potable water use will be reduced to 170 litres a person a day in the City of Sydney local area. Non-residential potable water use will be reduced by 10% (measured per square metre) from 2018/19 levels.



By 2030 there will be a 15% reduction in waste generated by each person based on 2015 levels. And by 2030 there will be 90% recycling and recovery of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.



By 2036 there will be approximately 700,000 jobs in the City of Sydney local area including 200,000 new jobs compared to 2017. An increased proportion of all jobs will be secure jobs.



By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings that include boarding houses and student accommodation. Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable housing with this proportion maintained into the future.



By 2036 there will be at least 40,000m2 of new cultural production floor space in the City of Sydney local area compared to 2017.



By 2050 people will use public transport, walk or cycle to travel to and from work. This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area.



By 2030 every resident will be around a 10-minute walk to what they need for daily life.



By 2050 community cohesion and social interaction will have increased. This is based on at least 75% of the local resident population feeling part of the community, agreeing most people can be trusted and believing that when needed, they can get help from their neighbours.

6. The Council

The City of Sydney and all other councils in NSW operate within a legislative framework determined by the NSW Government. In addition, the City of Sydney is bound by the *City of Sydney Act (1988)*.

Councils exist to:

- provide a representative, informed and responsible decision-making body
- develop the local community and its resources in a socially just and environmentally responsible way
- ensure local public services and facilities respond effectively to community needs.

Our councillors are elected for a four-year term by residents and non-residents. However, due to the 2020 election being postponed the current Council will serve for 2 years and 9 months.

The Lord Mayor is popularly elected. The Deputy Lord Mayor is elected by the councillors each year. All councillors represent the entire area as the City of Sydney is not divided into wards.

The primary role of a councillor is to make decisions and develop policies that guide our activities. This role is performed at Council and committee meetings, where the decision-making occurs.

Councillors provide leadership and guidance and facilitate communication between the Council as a governing body and our communities.

Our functions and services

Functional responsibilities

- Provide for local services and manage facilities that benefit ratepayers, residents and visitors.
- Protect the environment and improve local amenity.
- Represent and promote the interests of ratepayers and residents.
- Attract and provide infrastructure for commerce, tourism and industry.
- Establish and support organisations and programs targeting the local community.
- Protect health and provide for the welfare, wellbeing and interests of the local community.
- Provide for development in the local area.
- Manage, improve and develop resources available to Council.

Services and service levels

The City is committed to improving the quality and levels of services to the community. For the period of this delivery program, the City will continue a program of reviews across a number of services and functions. Current and proposed reviews include the venue management service,

asset management and how we embed sustainability. It is expected that priorities will change over time and the review program will be required to alter accordingly.

When community facing services are to be reviewed, a community engagement program will be developed to ensure the community's and other stakeholders' expectations are included.

The financial management and governance of the Council is continuously reviewed and audited. Staff participate in best practice seminars and workshops held by industry groups and organisations to further their understanding of best practice and emerging trends.

Council's role and services

The City of Sydney has a critical role in providing projects, programs and services that support the community strategic plan. We'll work with a range of partners across business, government, civil society and community organisations to achieve these outcomes. We will enter formal partnerships, sponsorships, agreements and memorandums of understanding as needed. And we'll establish less formal arrangements and collaborations at other times. Many outcomes will be achieved by other levels of government or organisations.

Reference and advisory groups will provide specialist advice and guide our work.

The City of Sydney's roles in this program include:

Leader	We seek to understand the underlying values of our communities and their needs. We put in place policies and the financial and governance frameworks to ensure we act ethically as stewards of this city.
Provider	We provide a range of infrastructure, facilities, programs, and services for the benefit of the city and its communities.
Convenor / facilitator	We bring together all the forces essential for the success of the city, including governments, civil society, businesses, and academia to deliver outcomes with and for our communities.
Planner	We use our professional expertise in city planning and program and service provision to undertake research, provide information and collaborate with communities and stakeholders to develop and evaluate ways to resolve identified issues.
Thought leader	We commission and publish thought leadership and research on economic, social, environmental, and cultural issues and solutions relevant to the city and our communities.
Capacity builder	We work with communities and community organisations, building connections and strengthening their capacity to respond to their needs.
Advocate	We act as an advocate on behalf of our communities, giving voice to their needs and aspirations. We will call on other levels of government and business for policy and regulatory reform as well as changes to service provision for the benefit of the city and its communities.
Networker	We engage in local, national, and global networks to share and develop expertise in urban issues.
Funder	We provide funding to support innovation, contribute to collaborative initiatives and provide support to communities and organisations.
Role model	We lead by example in how we run our organisation, manage our assets, and engage our employees.

Communicator	We provide timely, accurate, inclusive, and inspiring information to the target audiences of our programs, projects and services and engage them in conversation about the work we are doing.
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Council and Committee meetings

Councillors make decisions on all key matters at council meetings. Council meets at least 10 times a year. Matters are discussed at committee meetings the week prior to the council meeting. Members of the public can address committee meetings and may also attend council meetings.

We consult our communities regularly to seek the opinions of residents, business owners and other interested parties to ensure they play a role in the decision-making process.

Matters are first discussed at a council committee before a final decision is made at council. Council has established the following council committees:

- Corporate, Finance, Properties and Tenders Committee
- Business and Economic Development Committee
- Housing For All Committee
- Cultural and Creative Committee
- Resilient Communities Committee
- Transport, Heritage, Environment and Planning Committee.

The Central Sydney Planning Committee, the City of Sydney Local Planning Panel, the Local Pedestrian, Cycling and Traffic Calming Committee and the Central Sydney Traffic and Transport Committee do not refer decisions to Council.

Internal committees, advisory panels and working groups

In addition to Council's committees, it has established a number of internal sub committees, advisory panels and a working group to provide advice on the policies and operations of the City of Sydney across various subject areas. These include the:

- Aboriginal and Torres Strait Islander Advisory Panel
- Audit, Risk and Compliance Committee
- Business, Economic Development and Covid Recovery Advisory Panel
- Cultural and Creative Sector Recovery Advisory Panel
- Cycling Advisory Committee
- Design Advisory Panel
- Design Advisory Panel Residential Sub-Committee
- Housing For All Working Group
- Inclusion (Disability) Advisory Panel
- Multicultural Advisory Panel
- Public Art Advisory Panel

Your council



Figure 3. Councillors standing in front of Town Hall. L-R: Councillor Ellsmore, Councillor Scott, Councillor Chan, Councillor Davis, Lord Mayor Councillor Moore, Deputy Lord Mayor Councillor Scully, Councillor Kok, Councillor Jarrett, Councillor Weldon. Absent: Councillor Gannon. Photo by Abril Felman / City of Sydney

There are 10 elected members on the City of Sydney Council elected in December 2021:

Councillor	Committee and panel appointments
<p>Lord Mayor – Councillor Clover Moore (Clover Moore Independent Team)</p>	<ul style="list-style-type: none"> – Aboriginal and Torres Strait Islander Advisory Panel – Audit, Risk and Compliance Committee – Business and Economic Development Committee (Chair) – Business, Economic Development and Covid Recovery Advisory Panel – Central Sydney Planning Committee (Chair) – Central Sydney Traffic and Transport Committee – Corporate, Finance, Properties and Tenders Committee (Chair) – Council (Chair) – Cultural and Creative Committee (Chair) – Cultural and Creative Sector Recovery Advisory Panel – Cycling Advisory Committee – Housing For All Committee (Chair) – Housing for All Working Group – Inclusion (Disability) Advisory Panel – Multicultural Advisory Panel – Resilient Communities Committee (Chair) – Transport, Heritage, Environment and Planning Committee (Chair)
<p>Deputy Lord Mayor* – Councillor Jess Scully (Clover Moore Independent Team)</p>	<ul style="list-style-type: none"> – Audit, Risk and Compliance Committee – Business and Economic Development Committee – Central Sydney Planning Committee – Corporate, Finance, Properties and Tenders Committee (Deputy Chair) – Council (Deputy Chair) – Cultural and Creative Committee – Housing For All Committee – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee

Councillor	Committee and panel appointments
Councillor HY William Chan (Clover Moore Independent Team)	<ul style="list-style-type: none"> – Business and Economic Development Committee – Central Sydney Planning Committee – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee – Cultural and Creative Sector Recovery Advisory Panel – Cycling Advisory Committee – Housing For All Committee – Local Pedestrian, Cycling and Traffic Calming Committee (Chair) City of Sydney – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee (Deputy Chair)
Councillor (Waskam) Emelda Davis (Clover Moore Independent Team)	<ul style="list-style-type: none"> – Business and Economic Development Committee – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee – Housing For All Committee – Resilient Communities Committee (Deputy Chair) – Transport, Heritage, Environment and Planning Committee
Councillor Sylvie Ellsmore (The Greens)	<ul style="list-style-type: none"> – Business and Economic Development Committee – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee – Housing For All Committee (Deputy Chair) – Housing for All Working Group – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee
Councillor Lyndon Gannon (Liberal)	<ul style="list-style-type: none"> – Business and Economic Development Committee – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee (Deputy Chair) – Housing For All Committee – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee

Councillor	Committee and panel appointments
Councillor Shauna Jarrett (Liberal)	<ul style="list-style-type: none"> – Business and Economic Development Committee – Business, Economic Development and Covid Recovery Advisory Panel – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee – Housing For All Committee – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee
Councillor Robert Kok (Clover Moore Independent Team)	<ul style="list-style-type: none"> – Business and Economic Development Committee (Deputy Chair) – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee – Housing For All Committee – Multicultural Advisory Panel – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee
Councillor Linda Scott (Labor)	<ul style="list-style-type: none"> – Business and Economic Development Committee – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee – Housing For All Committee – Inclusion (Disability) Advisory Panel – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee
Councillor Yvonne Weldon (Independent)	<ul style="list-style-type: none"> – Aboriginal and Torres Strait Islander Advisory Panel – Business and Economic Development Committee – Corporate, Finance, Properties and Tenders Committee – Council – Cultural and Creative Committee – Housing For All Committee – Resilient Communities Committee – Transport, Heritage, Environment and Planning Committee

*The Deputy Lord Mayor and deputy chairs of council committees are elected by the council annually.

Who we will work with

The City of Sydney continues its commitment to lead change through partnership and collaboration with government, the private sector and our communities.

Our partners include:

City West Housing Pty Ltd: a community housing provider that develops and manages affordable housing. Funding sources for City West's operations include developer contributions collected by the City for the purpose of providing affordable housing.

City Recital Hall Ltd: a not-for-profit organisation which leases the City Recital Hall, a purpose-built chamber music venue serving companies such as Musica Viva Australia, Australian Chamber Orchestra, Sydney Symphony Orchestra, Pinchgut Opera and Australian Brandenburg Orchestra. The City provides financial support to the City Recital Hall and participates on the organisation's risk and audit committee.

Resilient Sydney: In July 2018 the Resilient Sydney strategy was released. The strategy identifies the key risks facing metropolitan Sydney and provides a roadmap for collaborative action to ensure our city is inclusive, connected and resilient. It was developed with the involvement of all 33 metropolitan councils in consultation with over 1,000 residents and 100 businesses, government and community organisations. Since 2015 the City of Sydney has hosted Resilient Sydney and in early 2016 a steering committee was established to guide the program of implementation.

NSW Food Authority: This partnership guides food regulation by providing a consistent reporting approach and staff training for monitoring and enforcing food safety.

University of Sydney and the University of Technology: memorandums of understanding establish a collaborative and visible partnership around areas of shared mutual interest, including a shared commitment to a sustainable, globally connected Sydney with vibrant, diverse precincts of liveable, learning and strong communities where each person can realise their potential, whatever their social or cultural background.

Welcoming Cities Network: through this national and global network of cities the City has unprecedented access to a community of like-minded local councils through knowledge-sharing, the development of partnerships, and sharing and celebrating successes.

Sydney Tourism Information Partnership: a partnership agreement between Destination NSW, Property NSW and City of Sydney to collaborate on tourism related projects to promote visitation to Sydney. Sydney Visitor Collective

The Sydney Visitor Collective: a collaboration of tourism stakeholders hosted by Australian Tourism Export Council collaborating on projects and information sharing to support a quality experience for visitors to Sydney.

Sustainable destination partnership: a collaboration with a number of Sydney's leading accommodation and entertainment providers which aims to improve the sustainability performance of existing accommodation and entertainment sector buildings across Sydney's local government area.

Camperdown – Ultimo Innovation Precinct Alliance: a specialised collaboration precinct recognised by the Greater Cities Commission.

The Camperdown – Ultimo Collaboration Area Alliance: a self-organised group of key partners in the precinct, including representatives from education, health, government the creative sector, business and the new state significant innovation precinct around Central station.

NSW Department of Education: agreements are in place for joint use of sporting facilities at Alexandria Park Community School and Alexandria Park, and Inner Sydney High School and Prince Alfred Park, and Green Square Primary School under a joint use of facilities memorandum of understanding.

SSROC Procure Recycled – Paving the Way initiative: This memorandum of understanding focuses on working together to develop a framework for regional procurement of recycled material in infrastructure.

SSROC regional waste strategy group: consisting of 11 participating councils working to implement regional waste strategy and actions.

Sydney Harbour and Cooks River coastal zone management plan: provides a coordinated management framework for the local councils (including the City of Sydney), NSW government agencies (approximately 11) and two Commonwealth government agencies who have a stake in improving the future health of Sydney Harbour, Cooks River and their catchments.

Better Buildings Partnership: a collaboration of a number of Sydney's leading public, private and institutional landlords, including the City of Sydney. The partnership aims to improve the sustainability performance of existing commercial and public sector buildings across Sydney's local government area.

CitySwitch Green Office – National Steering Committee: a collaboration of leading cities and local councils and other partners in Australia to deliver a program which supports office-based businesses committed to improving their energy efficiency with help and assistance to create energy and cost savings and to improve their overall environmental performance.

Residential apartment sustainability reference group: established in 2011 to achieve better environmental outcomes in new and existing apartment buildings in line with the residential apartments sustainability plan.

World Cities Culture Forum: policymakers in more than 40 member cities share research and intelligence and explore the vital role of culture in their future prosperity.

NSW Department of Communities and Justice and the NSW Land and Housing Corporation: working collaboratively across a range of issues including homelessness, early intervention, domestic and family violence, anti-social behaviour, and the management of social housing estates to improve services for at risk and vulnerable residents in our local government area.

TAFE NSW: partnership agreements deliver free courses within our community centres to deliver lifelong learning outcomes for community members. This includes English classes for new and older migrants at Ultimo Community Centre.

Music Cities Network: a public / private network dedicated to improving communication and cooperation, sharing research and knowledge, exploring policy and advocacy, and networking for policy makers, city leaders and all other music city stakeholders.

FoodLab Sydney: a collaboration between the Sydney Environment Institute and UNSW Canberra, the City of Sydney, TAFE NSW and FoodLab Detroit in response to addressing food security and to research and support local food entrepreneurs and residents of the City of Sydney.

Domestic Violence NSW and NSW Police: supports collaboration and coordinates efforts across the sectors working to respond to and reduce violence.

Department of Communities and Justice – Targeted Earlier Intervention Program: delivers programs that support children, young people, families and communities experiencing or at risk of vulnerability.

Eastern Regional Local Government Aboriginal and Torres Strait Islander Forum: to network and produce collaborative events to promote reconciliation and increase knowledge of Aboriginal and Torres Strait Islander cultures including the annual Pauline McLeod Awards.

Institute of Global Homelessness: in partnership with the NSW Premier and a range of homelessness sector non-government organisations to work together in pursuit of ending homelessness.

Intersectoral Homelessness Health Strategy: a formalised strategic approach to the coordination of planning, delivery and evaluation of homelessness health services.

Homelessness Assertive Outreach Response Team: made up of NSW Department of Communities and Justice, City of Sydney and specialist health, homelessness, and other non-government services, provides a collaborative approach between services results in better outcomes for both people sleeping rough and the wider community.

Department of Family and Community (protocol for support for rough sleepers in an emergency): a protocol with the Department of Family and Community Services to coordinate provision of accommodation and other services for rough sleepers in the City of Sydney local government area in emergencies such as extreme weather (heat/storms) or an emergency evacuation of the Sydney central business district.

Covid-19 Food Relief Response: collective impact food relief response group of over 60 not-for-profit agencies and businesses – the Food Operations Working Group, to provide food support for at risk individuals and families across the local area experiencing food insecurity as a result of Covid-19.

NSW Council for Intellectual Disability: a program aimed at reducing barriers to employment for people with intellectual disability. This program included training and mentoring for employees and managers to build more inclusive workplaces for everyone and increase their capacity and confidence to better support employees and colleagues with intellectual disability.

South Eastern Sydney Local Area Health District: Partnering in health initiatives such as Stepping On, a falls prevention program targeted at older community members to maintain health and independence.

Building Resilient Communities with City East Community College: delivery of free first aid and cardiopulmonary resuscitation (CPR) training workshops across five social housing areas in the local government area.

Youth Week programs and events: partnering with local youth service organisations and young people to deliver a suite of programs and initiatives that provide opportunities for young people to share ideas, attend live events, have their voices heard on issues of concern to them, showcase their talents, celebrate their contribution to the community, and have fun.

Refugee Week Programs and Events: provides an opportunity for communities to learn more about and celebrate the talents, skills, contributions and cultural diversity of refugees and people seeking asylum.

Transport for NSW: various funding agreements and joint cycleways, pedestrianisation and road safety projects.

Sydney Water: a memorandum of understanding to partner and collaborate together on increasing the use of recycled water across the Sydney LGA.

Metropolitan Local Aboriginal Land Council: the City of Sydney and the Metropolitan Local Aboriginal Land Council have signed principles of cooperation agreeing to:

- actively work together to foster reconciliation between Aboriginal and non-Aboriginal people
- actively work together to promote an increased understanding of Aboriginal culture
- establish and maintain open and transparent two-way communications and consultation between the two organisations
- establish a framework for considering development proposals affecting Metropolitan Local Aboriginal Land Council interests that is consistent with City of Sydney's duties and obligations under all relevant laws.

7. The City's ten Strategic Directions

Strategic Direction 1

Responsible governance and stewardship

Our organisation continues to evolve to provide governance and leadership for the city and communities.

Strategic Direction 2

A leading environmental performer

The city is part of a decarbonised world. Our communities live in a city that is regenerative and makes a positive contribution to the planet, to society and to individual lives. We are innovative leaders in climate change adaptation and innovation.

Strategic Direction 3

Public places for all

The city has more places for people who live, work, invest and visit here. The history of the city and connections to Aboriginal and Torres Strait Islander peoples is evident in our public places. The city centre is an inviting and lively place, clean and safe, day and night, and with creativity and public art at its heart. Our local main streets are thriving hubs with their own distinctive characters.

Strategic Direction 4

Design excellence and sustainable development

The city will continue to grow sustainably and with good design. Communities are inclusive, socially connected, healthy, and live in walkable well-serviced neighbourhoods, supported by public transport. We take the impact of our changing climate into account in the policies that influence development in the city.

Strategic Direction 5

A city for walking, cycling and public transport

The city is greener and calmer, with more space for people on the streets – including footpaths and cycleways. More people choose to walk, ride and use public transport. All vehicles in the city are zero emissions.

Strategic Direction 6 **An equitable and inclusive city**

Everyone feels welcome and can afford to live here if they choose. Everyone can participate, prosper, and reach their full potential in a city that is fair and just.

Strategic Direction 7 **Resilient and diverse communities**

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations. We work with communities, businesses, and other organisations to strengthen connections and networks, to prepare the city and be able to recover from most situations.

Strategic Direction 8 **A thriving cultural and creative life**

We are proud of the city. We are all able to participate in, contribute to and benefit from the city's cultural life.

Strategic Direction 9 **A transformed and innovative economy**

The city maintains its position locally, nationally, and internationally as a destination for business, investment, and talent. Innovation is central to the economy and transformation has occurred across all industries. Wealth and benefits are shared equitably.

Strategic Direction 10 **Housing for all**

This is a city where everyone has a home. Social, affordable, and supported housing is available for those who need it. High-quality housing is available for everyone.

How to read this document

The delivery program identifies the actions that Council will deliver over the next four-year period that will contribute to the outcomes identified in the community strategic plan.

Our community strategic plan is organised into 10 strategic directions or ways of organising issues and outcomes to be addressed.

Community strategic
plan strategic direction

Community strategic
plan objective

Strategic Direction 1: Responsible governance and stewardship

Our organisation continues to evolve to provide governance and leadership for the city and communities.

Objective 1.1 The City of Sydney provides effective governance and leadership

Ref	Action	Action Description	Responsibility
1.1.1	Governance, risk and audit frameworks	Optimise governance, risk and audit frameworks to deliver high levels of assurance and trust	Legal and Governance / People, Performance and Technology / Chief Finance Office

Short description of
delivery program
action area

Delivery program
action description

Area/s of organisation
primarily responsible for
delivering this action

Strategic Direction 1: Responsible governance and stewardship

Our organisation continues to evolve to provide governance and leadership for the city and communities.

Objective 1.1 The City of Sydney provides effective governance and leadership

Ref	Action	Action Description	Responsibility
1.1.1	Governance, risk and audit frameworks	Optimise governance, risk and audit frameworks to deliver high levels of assurance and trust	Legal and Governance / People, Performance and Technology / Chief Finance Office
1.1.2	Foster leadership capabilities	Foster diverse and robust leadership capabilities to enable strong and effective decision making	Office of the Chief Executive
1.1.3	High quality internal legal advice and representation	Support the efficient and effective delivery of the City's functions through the provision of high quality internal legal advice and representation of the City's interests	Legal and Governance

Objective 1.2 The City of Sydney has the capacity, capability, information, data and systems to serve the community into the future

Ref	Action	Action Description	Responsibility
1.2.1	Continuous improvement	Conduct an improvement program to enhance the effectiveness and efficiency in the delivery of services	Chief Finance Office / Chief Operations Office / People, Performance and Technology / Strategic Development and Engagement
1.2.2	Digital services	Develop responsive digital services that are easy for our community and employees to access and use	People, Performance and Technology
1.2.3	Access to City information and data	Publish and promote access to City information and data	People, Performance and Technology
1.2.4	Business and spatial intelligence	Provide business and spatial intelligence for better planning, operations, and decision making	People, Performance and Technology
1.2.5	Strengthen workforce capability, diversity and inclusion	Build a more diverse workforce and strengthen inclusion and a sense of belonging	People, Performance and Technology

Objective 1.3 The City of Sydney is financially sustainable over the long-term

Ref	Action	Action Description	Responsibility
1.3.1	Financial Sustainability	Continue reviews of core services and business cases to ensure value for money, equity and financial sustainability	Chief Finance Office
1.3.2	Integrated planning and reporting	Integrate planning and reporting for the organisation that incorporates human and financial resources, assets and services	Chief Finance Office
1.3.3	Advocacy and policy initiatives	Continue to optimise the equitable contribution from all ratepayers through advocacy and policy initiatives	Chief Finance Office
1.3.4	Strategic property management	Manage the City's investment property portfolio to optimise commercial returns	Chief Operations Office
1.3.5	Best practice procurement	Incorporate innovative approaches into best practice procurement actions delivering social, sustainable and value for money outcomes	Chief Finance Office

Objective 1.4 The City of Sydney is an active contributor to the governance of metropolitan Sydney

Ref	Action	Action Description	Responsibility
1.4.1	Advocacy	Advocate for policy reform and integration across all levels of government to enhance governance and continuous improvement	Office of the Chief Executive

Objective 1.5 The transformation of the city is enabled by successful partnerships and collaboration

Ref	Action	Action Description	Responsibility
1.5.1	Partnerships	Continue to develop international, national, regional and local partnerships through consultation, advocacy and knowledge exchange and facilitate improved decision making and outcomes for the community	Strategic Development and Engagement / Office of the Chief Executive

Strategic Direction 2: A leading environmental performer

The city is part of a decarbonised world. Our communities live in a city that is regenerative and makes a positive contribution to the planet, to society and to individual lives. We are innovative leaders in climate change adaptation and innovation.

Objective 2.1 The city reaches net zero emissions by 2035 with embodied carbon significantly reduced

Ref	Action	Action Description	Responsibility
2.1.1	Net zero emissions – City assets and operations	Develop and implement initiatives to drive the design and management of all City assets to be resource efficient and net zero emissions	City Services / Chief Operations Office
2.1.2	Net zero emissions in the LGA	Develop and implement initiatives to drive existing buildings in the LGA to be resource efficient and net zero emissions	City Life / Strategic Development and Engagement
2.1.3	Zero emissions transport	Support the transition to zero emissions transport in the local government area	Strategic Development and Engagement / Chief Operations Office

Objective 2.2 Greening has increased to create a cool, calm and resilient city

Ref	Action	Action Description	Responsibility
2.2.1	Urban greening and canopy cover	Work towards achieving the City's greening and canopy cover targets	City Services
2.2.2	Urban greening resilience	Develop and implement initiatives that improve urban greening resilience and equity across the city and its communities	City Services
2.2.3	Habitat and biodiversity	Deliver a range of programs and projects that improve habitat potential and biodiversity	City Services
2.2.4	Community greening	Provide opportunities and support for participation in community greening and nature-based activities	City Services

Objective 2.3 Water is managed to support a resilient, sustainable and liveable city

Ref	Action	Action Description	Responsibility
2.3.1	Reduce water use	Deliver water efficiency initiatives and alternative water supplies minimise potable water usage in the City's operation	City Services / Chief Operations Office

Ref	Action	Action Description	Responsibility
2.3.2	Water sensitive city	Collaborate with others to support a water sensitive city for a liveable, cool and green city into the future	City Life / Chief Operations Office
2.3.3	Stormwater quality	Improve stormwater quality entering the harbour to support biodiversity outcomes and maximise the opportunity for water recreation	City Services

Objective 2.4 A circular economy approach is embedded in products, services and systems

Ref	Action	Action Description	Responsibility
2.4.1	Reduce waste from City operations	Reduce waste generation and focus on highest value recycling and resource recovery for all material streams managed within our own operations	Chief Operations Office
2.4.2	Sustainable procurement	Support reduction in embodied carbon and circular economy outcomes within the City through sustainable procurement practices for goods and services	Chief Finance Office
2.4.3	Circular economy	Explore ways to establish a strong circular economy in our local area that promotes goods and services made from, or using, remanufactured, refurbished and recycled materials, or that come from low carbon and sustainable materials	City Services / Strategic Development and Engagement
2.4.4	Advocacy	Advocate for the government to fund and where necessary regulate the delivery of state and federal circular economy policies and resource recovery strategies	City Services / Strategic Development and Engagement
2.4.5	Reduce waste to landfill	Reduce the amount of waste sent to landfill by residents through avoidance and resource recovery	City Services
2.4.6	Efficient cleansing and waste services	Cleansing and waste services are managed to contribute to the city's efficiency and amenity	City Services

Objective 2.5 All city residents and businesses have the capacity to reduce emissions, adapt to a changing climate and share sustainable solutions

Ref	Action	Action Description	Responsibility
2.5.1	Air quality	Facilitate improved monitoring of air quality and identify where improvements are required	Strategic Development and Engagement
2.5.2	Climate risk and adaptation	Facilitate greater awareness of climate risk and collaborate on adaptation solutions	Strategic Development and Engagement
2.5.3	Programs and partnerships	Deliver programs and partnerships that encourage and support residents and businesses in key sectors to improve their environmental performance	City Life

Strategic Direction 3: Public places for all

The city has more places for people who live, work, invest and visit here. The history of the city and connections to Aboriginal and Torres Strait Islander peoples is evident in our public places. The city centre is an inviting and lively place, clean and safe, day and night, and with creativity and public art at its heart. Our local main streets are thriving hubs with their own distinctive characters.

Objective 3.1 Aboriginal people, their history and cultures of this place are evident in the public realm

Ref	Action	Action Description	Responsibility
3.1.1	Aboriginal and Torres Strait Islander people are influential in shaping the city	Aboriginal and Torres Strait Islander people are influential in shaping the city and planning our city public domain addresses Connecting with Country principles	Chief Operations Office

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

Ref	Action	Action Description	Responsibility
3.2.1	Welcoming, accessible and equitable public spaces	Plan and implement the City's public domain and public space programs increasing the number of welcoming, accessible and equitable public spaces	Chief Operations Office / City Life / City Services
3.2.2	Public amenity	Deliver public amenity services to ensure waste collection and public domain cleansing meet the needs of residents, visitors and the business community	City Services
3.2.3	Public safety and compliance	Deliver inspection and monitoring programs to ensure compliance with legislation and maintain community safety and health	City Planning, Development and Transport
3.2.4	Public spaces meet community needs	Focus on shaping the city's public spaces, ensuring they reflect local culture and identity and meet the needs of our community	Chief Operations Office

Objective 3.3 Creativity and culture is embedded in the fabric of the city

Ref	Action	Action Description	Responsibility
3.3.1	Enable artists' contributions to the cultural life of the city	Support and enable the central role that artists play in contributing to the cultural life of the city through public artworks, advocacy and other initiatives	City Life / Chief Operations Office

Objective 3.4 Physical and visual connections to the harbour are strengthened

Ref	Action	Action Description	Responsibility
3.4.1	Connecting with the harbour foreshore	The Eora Journey Recognition in the Public Domain project Yananurala inspires people to go walking on Country, through a curated series of Aboriginal stories, and to connect with, experience and understand the harbour foreshore	Chief Operations Office

Objective 3.5 Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing

Ref	Action	Action Description	Responsibility
3.5.1	Equitable distribution and access	Ensure equitable geographical distribution, provision and access to diverse recreational facilities across the city	Chief Operations Office
3.5.2	Land under the care and control of the City is managed equitably	Land under the care and control of the City is managed equitably	Chief Operations Office
3.5.3	Access to pools and sporting facilities	Provide access to pools and sporting facilities to support social connection and wellbeing	City Services

Strategic Direction 4: Design excellence and sustainable development

The city will continue to grow sustainably and with good design. Communities are inclusive, socially connected, healthy, and live in walkable well-serviced neighbourhoods, supported by public transport. We take the impact of our changing climate into account in the policies that influence development in the city.

Objective 4.1 The city's liveability will be enhanced through well planned and designed development

Ref	Action	Action Description	Responsibility
4.1.1	Inclusive and accessible places	Create inclusive and accessible places and support the health, wellbeing and culture of communities through good planning, design and development	City Planning, Development and Transport / City Life
4.1.2	Create great places	Create great places, including centres and high streets, that are well connected, serve the community and celebrate character, heritage and design excellence	City Planning, Development and Transport
4.1.3	Urban renewal	The planning, design and implementation of urban renewal areas delivers economic, environmental social and cultural sustainability objectives	Chief Operations Office

Objective 4.2 Productivity will be supported by planning for jobs, innovation and enterprise activities

Ref	Action	Action Description	Responsibility
4.2.1	Central Sydney Planning Strategy	Implement the Central Sydney Planning Strategy to create a world class city centre with space for business and investment to grow, while safe-guarding public spaces and heritage	City Planning, Development and Transport
4.2.2	Planning for business, industry and economic opportunities	Plan for business, industry and economic opportunities in the innovation corridor and southern enterprise area with the right type of space to support clusters and regionally significant industries	City Planning, Development and Transport

Objective 4.3 Communities will be supported by the provision of infrastructure and assets that are aligned with growth

Ref	Action	Action Description	Responsibility
4.3.1	Infrastructure planning, delivery and collaboration	Plan for and deliver local infrastructure, and collaborate with NSW Government on state infrastructure, that supports the wellbeing of a growing community	City Planning, Development and Transport / Chief Operations Office

Objective 4.4 Good design leads to buildings and public spaces that are high performing, well designed, inviting and inclusive

Ref	Action	Action Description	Responsibility
4.4.1	Design excellence	Use competitive processes to deliver development that shows design excellence	City Planning, Development and Transport
4.4.2	Advice from expert panels	External panels of professionals provide expert advice on major public projects, private development and public art proposals	Chief Operations Office
4.4.3	Advocacy	Influence other levels of government to ensure development and public works demonstrate a high level of design excellence	City Planning, Development and Transport

Objective 4.5 Well planned and designed development reduces environmental impacts and improves resilience, health and sustainability

Ref	Action	Action Description	Responsibility
4.5.1	Development supports a healthy environment and community	Ensure development protects and improves the natural environment including waterways, biodiversity, green spaces and tree canopy to support a healthy environment and community	City Planning, Development and Transport
4.5.2	Better designed and operated buildings	Reduce emissions and waste, and use and reuse water efficiently through better designed and operated buildings and places	City Planning, Development and Transport
4.5.3	Increase resilience through well designed and planned development	Increase the resilience of people and infrastructure against natural and urban hazards with well-designed and planned development	City Planning, Development and Transport

Strategic Direction 5: A city for walking, cycling and public transport

The city is greener and calmer, with more space for people on the streets – including footpaths and cycleways. More people choose to walk, ride and use public transport. All vehicles in the city are zero emissions.

Objective 5.1 Street space is reallocated for people, places and planting

Ref	Action	Action Description	Responsibility
5.1.1	Public domain and public space programs	Plan and implement the City's public domain and public space programs	Chief Operations Office
5.1.2	Reallocation of street space	Advocate and plan for reallocating street space from vehicles to people, place and planting	Chief Operations Office / City Planning, Development and Transport
5.1.3	Partnerships to improve road safety and reduce traffic	Partner and work with state government stakeholders to improve road safety and reduce traffic speed	Chief Operations Office

Objective 5.2 Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area

Ref	Action	Action Description	Responsibility
5.2.1	Promote public transport solutions	Promote solutions to meet the needs of people travelling to, from and within the City of Sydney by public transport by working closely with NSW Government agencies	Chief Operations Office

Objective 5.3 More people walk more, because walking is the most attractive and convenient choice for short trips in the local area

Ref	Action	Action Description	Responsibility
5.3.1	Improve safety, connectivity and amenity	Develop and progress a program of works to improve safety, connectivity and amenity for all people walking	Chief Operations Office / City Services
5.3.2	Encourage and monitor walking participation	Encourage walking and monitor participation, attitudes and safety	Chief Operations Office
5.3.3	Advocacy	Advocate and work with State Government agencies to improve safety, amenity, connectivity and place for people walking along and across state roads and at signalised intersections	Chief Operations Office

Objective 5.4 More people ride more, because it is an attractive, convenient and safe option for everyday transport

Ref	Action	Action Description	Responsibility
5.4.1	Safe, connected cycleways	Build and manage a network of safe, connected cycleways that operate effectively	Chief Operations Office / City Services
5.4.2	Collaboration	Share our expertise and be a positive influence for cycling improvements within and beyond our boundaries	Chief Operations Office
5.4.3	Encourage and monitor cycling participation	Encourage cycling and monitor participation attitudes and safety	Chief Operations Office

Objective 5.5 Freight, servicing and parking will be managed to support the efficient functioning of the city while improving the amenity of city spaces

Ref	Action	Action Description	Responsibility
5.5.1	Efficient freight and servicing	Manage, plan and advocate for efficient freight and servicing that supports businesses and residents and supports amenity	Chief Operations Office / City Planning, Development and Transport
5.5.2	Manage parking and kerbside space	Plan for and allocate parking and kerbside space to the most appropriate use to support activities and place	Chief Operations Office

Strategic Direction 6: An equitable and inclusive city

Everyone feels welcome and can afford to live here if they choose. Everyone can participate, prosper, and reach their full potential in a city that is fair and just.

Objective 6.1 We will respectfully strengthen partnerships and relationships with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations

Ref	Action	Action Description	Responsibility
6.1.1	Partnerships, self-determination and reconciliation	Engage in genuine partnerships with Aboriginal and Torres Strait Islander people to support self-determination including through implementation of the City's Reconciliation Action Plan and acknowledging the Closing the Gap priority actions	Strategic Development and Engagement
6.1.2	Enable self determined, culturally safe spaces	Develop 119 Redfern Street Redfern as a self-determined, culturally safe space for Aboriginal and Torres Strait Islander people	Strategic Development and Engagement

Objective 6.2 Everyone feels welcome and included in the city

Ref	Action	Action Description	Responsibility
6.2.1	Inclusion	Through implementation of the Inclusion (Disability) Action Plan identify and remove barriers to advance the inclusion of people with disability in our community	City Life
6.2.2	Support community needs	Position our libraries for the future that will support and reflect the needs of the community	City Life
6.2.3	Inclusive and accessible programs and services	Empower communities through the delivery of programs and services that are inclusive, accessible and affordable for all	City Life

Objective 6.3 Everyone benefits from equitable economic growth and has financial security

Ref	Action	Action Description	Responsibility
6.3.1	Build community skills and capacity	Build the skills and capacity of our diverse communities, remove barriers, and provide opportunities that facilitate more equitable economic participation	Strategic Development and Engagement / City Life

Ref	Action	Action Description	Responsibility
6.3.2	Increased employment and access to procurement	Support increased employment and access to procurement opportunities with Aboriginal and Torres Strait Islander people, businesses and organisations	Chief Finance Office / People, Performance and Technology

Objective 6.4 Communities are engaged and actively participate in the governance of their city

Ref	Action	Action Description	Responsibility
6.4.1	Community engagement	Implement the Community Engagement Strategy to involve people in decisions that shape their city	Strategic Development and Engagement
6.4.2	Provide inclusive, clear, accurate and accessible information to the community	Provide inclusive communications that reflect and involve the diverse audience groups within our local area	Strategic Development and Engagement
6.4.3	Council elections	Ensure accuracy and currency of non-residential register and work with stakeholders to enable those eligible to participate in council elections	Legal and Governance

Objective 6.5 Communities have the skills, tools and access to technology to engage and participate in a digital life

Ref	Action	Action Description	Responsibility
6.5.1	Equitable access to technology	Increase community access to digital equipment through our libraries and community centres, and champion technology and digital literacy through our programs	City Life / People, Performance and Technology

Objective 6.6 There is equitable access to education and learning opportunities

Ref	Action	Action Description	Responsibility
6.6.1	Capacity building	Deliver education and learning opportunities through capacity building programs and community development initiatives, with a focus on engaging people experiencing inequalities and disadvantage	City Life

Objective 6.7 A sustainable and equitable food system that increases access to nutritious and affordable food

Ref	Action	Action Description	Responsibility
6.7.1	Research, collaborate and advocate	Research, collaborate and advocate for a sustainable and equitable food system within our city	City Life / Strategic Development and Engagement
6.7.2	Improve food security	Address food insecurity through improved access to nutritious and affordable food and advocacy for government support	City Life

Strategic Direction 7: Resilient and diverse communities

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations. We work with communities, businesses, and other organisations to strengthen connections and networks, to prepare the city and be able to recover from most situations.

Objective 7.1 Communities are connected and socially cohesive

Ref	Action	Action Description	Responsibility
7.1.1	Strengthen social cohesion	Strengthen social cohesion among culturally diverse communities	City Life
7.1.2	Collaborate to address loneliness and social isolation	Collaborate with community partners to develop and deliver targeted initiatives to address loneliness and social isolation	City Life

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

Ref	Action	Action Description	Responsibility
7.2.1	Equity and affordability	Provide equitable and affordable access to City community facilities	City Life
7.2.2	Accessibility and inclusiveness	Improve the accessibility of the City's community and cultural facilities and venues as part of planned upgrades and explore ways to make spaces more inclusive of people with invisible disabilities	Chief Operations Office
7.2.3	Support social connection and wellbeing	Improved social connections and wellbeing contribute to the communities' mental and physical wellbeing	Strategic Development and Engagement

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

Ref	Action	Action Description	Responsibility
7.3.1	Resilience and climate risk management planning	Embed climate risk and resilience considerations in City strategies, asset management and decision making	Strategic Development and Engagement / City Services
7.3.2	Support communities to build capacity and capability for resilience	Support communities and community organisations to develop their capacity and capability for resilience including support for communities beyond our local area and international communities experiencing emergency situations	City Services / City Life / Office of the CEO

Objective 7.4 The city economy is diversified to strengthen its resilience

Ref	Action	Action Description	Responsibility
7.4.1	Economic diversity	Support diversity of business models including social enterprises, cooperatives and mutuals to create fairer social and economic outcomes for the community	City Life / Strategic Development and Engagement
7.4.2	Economic resilience	The City contributes to initiatives that support resilience in the face of economic transformations	City Life / Strategic Development and Engagement

Objective 7.5 People feel safe in the city

Ref	Action	Action Description	Responsibility
7.5.1	Collaboration	Improve community safety through collaborating with government and non-government organisations to deliver programs and initiatives that support safety and perceived safety in the community	People, Performance and Technology / City Life / City Services
7.5.2	Embed the NSW Child Safe Standards	Develop and implement strategies to embed the NSW Child Safe Standards across our organisation	City Life
7.5.3	Community safety	Community safety is prioritised by proactive and reactive response to community issues	City Services

Objective 7.6 Communities are empowered to lead the change they want to see in the city

Ref	Action	Action Description	Responsibility
7.6.1	Community led solutions	Empower and support community led solutions to local social issues	Strategic Development and Engagement
7.6.2	Strong Aboriginal and Torres Strait Islander community-controlled sector	Support a strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector delivering high quality services to meet the needs of Aboriginal and Torres Strait Islander people in the local area	City Life
7.6.3	Strengthen young people's civic engagement	Collaborate with organisations in the youth sector to strengthen young people's civic engagement and inspire them to participate in shaping the future of our city	City Life

Strategic Direction 8: A thriving cultural and creative life

We are proud of the city. We are all able to participate in, contribute to and benefit from the city's cultural life.

Objective 8.1 We value our cultural life and champion our creative industries

Ref	Action	Action Description	Responsibility
8.1.1	Public art	Continue to implement the City Art public art program, ensuring artists participate in shaping our city and the City Art Public Art Collection is expanded	Chief Operations Office
8.1.2	Investment in local creation and production	Cultural funding and programs to prioritise investment in local creation and production	City Life
8.1.3	Sydney is an innovative, creative and global city	We help position Sydney as an innovative, creative, global city	Strategic Development and Engagement / City Planning, Development and Transport
8.1.4	Prioritise local culture	By prioritising local culture, Sydney's stories, history, and creative achievements are recorded and shared	City Life
8.1.5	Connect with and engage the community	Our cultural programs, events, and services, educate, connect and engage the community	City Life

Objective 8.2 Aboriginal and Torres Islander peoples' cultural practice is visible and respected

Ref	Action	Action Description	Responsibility
8.2.1	Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural representation	Continue to work with Aboriginal and Torres Strait Islander people to ensure better interpretation and representation of local Aboriginal cultures, including progressing the City's commitment to the Eora Journey: Recognition in the Public Domain program	Chief Operations Office

Objective 8.3 An increasing number of creative workers live or work in the city

Ref	Action	Action Description	Responsibility
8.3.1	Encourage investment in new creative employment space	Pursue strategies to encourage investment in new creative employment space in Sydney	Strategic Development and Engagement / City Life

Ref	Action	Action Description	Responsibility
8.3.2	Encourage creative and cultural organisations and operators to live and work in Sydney	Support and deliver initiatives that encourage a community of cultural organisations and creative operators to live and work in Sydney	City Life

Objective 8.4 Sydney's cultural life reflects the diversity of our communities

Ref	Action	Action Description	Responsibility
8.4.1	Diversity of workers and audiences	Engage diverse cultural workers, connect with diverse audiences and remove barriers to participating in events, programs and projects	City Life
8.4.2	Diversity in creative workforce and leadership	Encourage greater diversity in the leadership and workforce of the cultural sector	City Life

Objective 8.5 There is an increased supply of accessible creative space

Ref	Action	Action Description	Responsibility
8.5.1	Stable and affordable creative space	Advocate for and provide incentives to retain and increase the supply of stable and affordable creative space	Strategic Development and Engagement / City Planning, Development and Transport

Strategic Direction 9: A transformed and innovative economy

The city maintains its position locally, nationally, and internationally as a destination for business, investment, and talent. Innovation is central to the economy and transformation has occurred across all industries. Wealth and benefits are shared equitably.

Objective 9.1 An expanding innovation economy will support Sydney's future prosperity

Ref	Action	Action Description	Responsibility
9.1.1	Develop and promote the Tech Central Innovation precinct	Collaborate to develop and promote the Tech Central innovation precinct to strengthen the innovation ecosystem	Strategic Development and Engagement
9.1.2	A safe and desirable destination	Help position Sydney globally as an innovative city and a safe and desirable destination to attract international students, talent, entrepreneurs, scalable businesses, and investment to the city	City Life
9.1.3	Support local businesses – technology and innovation	Support local businesses to transform and adopt new technologies and innovations and deliver programs to upskill the workforce to meet the needs of a more innovative economy	City Life
9.1.4	Support creative industries	Support the creative industries to flourish and contribute to the knowledge economy given their critical role in the innovative ecosystem	City Life

Objective 9.2 The transition to a zero-carbon economy offers new economic opportunities

Ref	Action	Action Description	Responsibility
9.2.1	Innovation and commercialisation of research	Encourage innovation and promote commercialisation of research that contribute to the green and circular economy	Strategic Development and Engagement / City Life
9.2.2	Promote and support development of key green sectors	Promote and support the development of key green sectors in the local economy, including the greening of built environment and the transport sector, circular economy and sustainable finance	Strategic Development and Engagement

Objective 9.3 An inclusive city economy provides opportunities for everyone to participate and share in its prosperity

Ref	Action	Action Description	Responsibility
9.3.1	Collect, analyse and share data	Collect, analyse and share community data with local communities and other national and local cities	Strategic Development and Engagement

Objective 9.4 Creativity and great experiences fuel the vitality of the city

Ref	Action	Action Description	Responsibility
9.4.1	Activation of places and precincts	Encourage activation of places and precincts	City Life
9.4.2	Streamlined regulation and compliance	Streamline our regulation and compliance processes to improve access to space and encourage vibrancy and activation of place	People, Performance and Technology
9.4.3	Support the visitor economy	Support the visitor economy through activations, events and promotion of Sydney	City Life / Strategic Development and Engagement / People, Performance and Technology

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

Ref	Action	Action Description	Responsibility
9.5.1	Promote economic activity and local neighbourhood identity	Influence and advise on major development projects to promote economic activity and neighbourhood identity	Strategic Development and Engagement / City Life
9.5.2	Economic diversity	Diversify our economy by encouraging greater variety of business models, industry mix, job types and workforce across neighbourhood precincts and CBD	City Life

Strategic Direction 10: Housing for all

This is a city where everyone has a home. Social, affordable, and supported housing is available for those who need it. High-quality housing is available for everyone.

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

Ref	Action	Action Description	Responsibility
10.1.1	Collaboration and advocacy	Work with other levels of government, not-for-profits and the community to improve systems to reduce homelessness	City Life
10.1.2	Access to safe, secure and sustainable housing	Help increase access to safe, secure and sustainable housing with support and monitor trends in inner city homelessness	City Life

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

Ref	Action	Action Description	Responsibility
10.2.1	Safe, cohesive and connected neighbourhoods	Support initiatives to empower social housing residents to achieve safe, cohesive and connected neighbourhoods	City Life
10.2.2	Collaboration	Collaborate with partner agencies to provide timely support and services for social housing residents	City Life
10.2.3	Support people during urban renewal and development	Support social housing residents who are living through urban renewal and redevelopment projects	Strategic Development and Engagement / City Life
10.2.4	Advocacy	Continue to advocate for the increase in supply, mix, and quality of social and affordable housing within urban renewal and redevelopment projects	City Planning, Development and Transport

Objective 10.3 An increased supply of affordable housing supports diverse communities and the economy

Ref	Action	Action Description	Responsibility
10.3.1	Partnerships	Partner with state and federal governments, the community housing sector and the private sector to increase the supply of affordable housing across the local government area	City Planning, Development and Transport

Ref	Action	Action Description	Responsibility
10.3.2	Planning controls to encourage affordable rental housing	Encourage supply of affordable rental housing through planning controls	City Planning, Development and Transport

Objective 10.4 Every neighbourhood has a mix of housing accommodating diverse and growing communities

Ref	Action	Action Description	Responsibility
10.4.1	Facilitate supply of diverse range of housing	Policies, strategies and planning controls are in place to facilitate the supply of a diverse range of housing to meet the current and future needs of the community	Strategic Development and Engagement

Objective 10.5 There is an increased supply of culturally appropriate social and affordable housing for Aboriginal and Torres Strait Islander peoples

Ref	Action	Action Description	Responsibility
10.5.1	Partner with the Aboriginal and Torres Strait Islander community to deliver improved housing outcomes	Partner with the Aboriginal and Torres Strait Islander community to deliver improved housing outcomes for Aboriginal and Torres Strait Islander people	City Planning, Development and Transport

8. Evaluation

A successful delivery program exhibits a clear link between the community strategic plan through to the operational plan and carries through the strategies identified in the community strategic plan.

Ongoing measurement of progress against the delivery program is important to ensure that we plan for, resource and deliver the objectives and outcomes identified in the community strategic plan.

Measuring success

It is important that we track our progress against our plans and evaluate our success as well as what we could do differently to achieve our goals.

Monitoring the implementation of the objectives within the community strategic plan requires a multi-layered approach. The delivery of the plan's actions are monitored along with a range of broad sustainability indicators for the community and city as a whole.

Our community strategic plan contains 10 key targets to measure the transformation of the city, with progress reported every 4 years (see the introduction to this document for a list of these targets).

The City's delivery program and operational plan are monitored through half-yearly, annual and whole of each council term performance reports, and through quarterly and annual financial reports to council. These reports provide details of our operational performance and our progress towards strategic outcomes identified in the community strategic plan.

Our operational plan also includes a range of measures within each strategic direction which will be tracked to assess our progress in implementing the delivery program.

These reports can be found at cityofsydney.nsw.gov.au

Assessment methods

Progress against the delivery program and community strategic plan is assessed through detailed progress reporting to council including

- updates on activities undertaken to deliver our projects and programs
- performance against our targets and key performance indicators
- financial reporting.

Community indicators

The City has established a comprehensive set of community wellbeing indicators that measure progress across social, cultural, environmental, economic and democratic perspectives. The Community Indicators add an additional dimension to monitoring and reporting on the community strategic plan, and to the evidence base for integrated planning and reporting.

Performance indicators

In improving our planning and reporting to address our community strategic plan outcomes, we have developed a number of performance indicators. Not all of these indicators have historical data to report, nor do they all have identified targets.

There are 2 reasons for this:

1. It is not always appropriate to set targets, as some indicators are not controllable by the City but are useful plot trends or demands that impact performance.
2. There may be no historical data to use as a guide for an appropriate target to set. This will be changed where appropriate as we collect enough data to guide us in target setting.

Each of our strategic directions and underlying performance monitoring processes reflect that City of Sydney works under the principles of PLAN, DO, CHECK, ACT.



Figure 4. Plan, do, check, act process diagram

9. Four year financial estimate

The City's revenue and financial position have been impacted by the Covid-19 pandemic. We're working to restore our financial position back in line with our long-term financial plan and to meet our commitments to provide services and support to the community and businesses in our local government area.

Despite the impacts of the pandemic, the City's strong financial management over the past years has provided a platform to respond to the crisis.

As we emerge from the pandemic we will focus on building the recovery while continuing to adjust to ensure the health and wellbeing of the community.

We will continue to engage with the community using the principles outlined in our community engagement strategy to ensure that changing and emerging priorities are identified. Decisions will continue to be based on the principles in our plan, community engagement outcomes, and in alignment with the NSW and Federal Government's recovery efforts and directives.

Budget and financial schedules

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

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

Additional alternative schedules have been presented for the Income Statement and Cash Flow Forecast, to reflect potential scenarios associated with recovery from the Covid-19 pandemic.

Income and expenditure (Income statement)

Income and expenditure statements have been provided at summary and detailed level to reflect the City's 10 year operational plan, including the 2022/23 budget and future years' forward estimates.

The summary report provides a high level overview, accords with the discussion in this plan, and aligns to the required annual financial reports format.

Scenario modelling

The 'base case' assumes that the Additional Special Variation to rates income submitted in April 2022 is approved by the Minister for Local Government.

Beyond the base case modelled in the main financial schedules, supplementary income statement schedules have been included, modelling additional scenarios related to:

1. variations to Additional Special Variation to rates income not being approved in line with expectations (note scenario 1a and 1b)

2. prolonged impact from the Covid-19 pandemic. Whilst the base case largely reflects a recovery from the worst of the pandemic, this second additional scenario has modelled longer term structural impacts on key income sources:
 - commercial property leasing and licencing income
 - street furniture advertising income
 - venue and facility hire
 - associated impact on investment revenue

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.

Capital works

The capital works budget within the Long Term Financial Plan identifies each major project, rolling program and future project provision over the course of the 10 year planning horizon.

The proposed capital works program includes a total of \$1,862.3 million comprising asset enhancement programs of \$884.2 million, asset renewal programs of \$968.1 million and a capital contingency sum of \$10.0 million.

Balance sheet (Statement of financial position)

The balance sheet reflects the City's financial assets, liabilities and equity over the 10 years of the plan.

The 10 year balance sheet reflects movements in cash and investments levels, the acquisition and divestment of assets and estimated movements in employee leave provisions, accounts payable and accounts receivable.

Cash flow forecast

The cash flow forecast takes the net surplus result from the income and expenditure statement, adjusts for non-cash transactional movements and allows for the capital expenditure program to forecast the movements in the City's total cash reserves.

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

As with the income statement, additional cash flow schedules have been included, modelling the same additional scenarios related to potential further Covid-19 impacts.

Office of Local Government performance measures

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

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

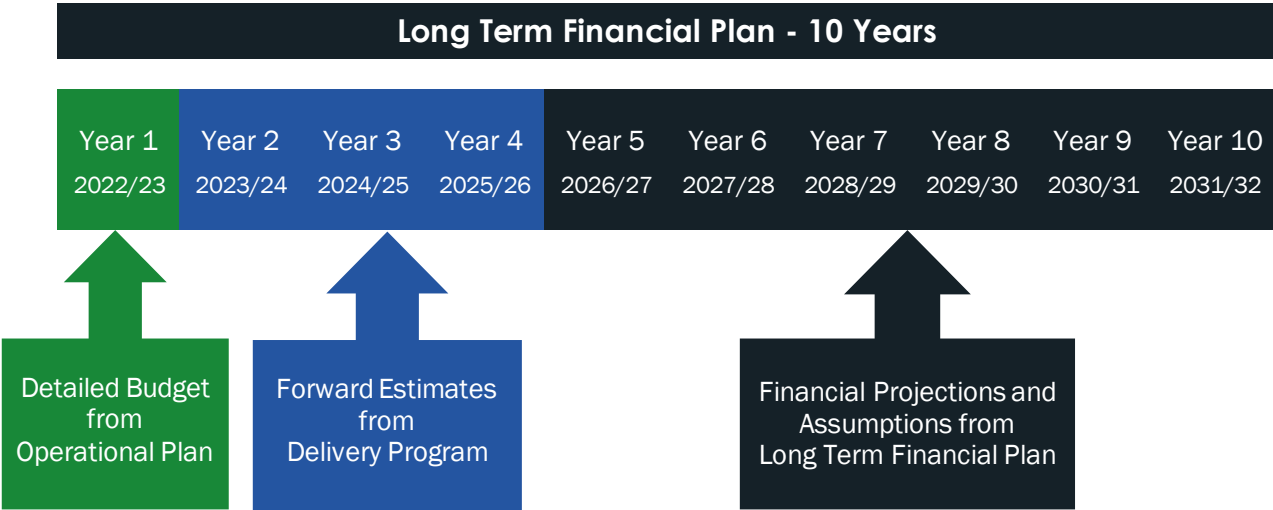


Figure 5. Ten year timeframe

Delivery Program 2022-2026

City of Sydney Income Statement

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

Budgeted Income Statement

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

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

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

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

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

City of Sydney
Detailed Income and Expenditure

Delivery Program 2022-2026

	\$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Operating Income													
Advertising Income		17.5	18.0	18.5	19.1	73.0	19.6	20.2	20.8	21.4	22.1	22.7	199.8
Annual Charges		66.5	68.3	70.1	76.9	281.8	79.1	81.4	83.8	86.4	89.0	91.9	793.5
Aquatic Facilities Income		0.1	0.1	0.1	0.1	0.5	0.1	0.1	0.1	0.2	0.2	0.2	1.4
Building & Development Application Income		6.0	6.1	6.3	6.5	24.9	6.7	6.9	7.1	7.3	7.5	7.8	68.3
Building Certificate		1.4	1.5	1.5	1.5	5.9	1.6	1.6	1.7	1.7	1.8	1.8	16.1
Child Care Fees		1.6	1.7	1.7	1.8	6.8	1.8	1.9	1.9	2.0	2.1	2.1	18.6
Commercial Properties		68.7	77.7	83.1	86.0	315.5	78.5	86.4	94.4	98.9	91.8	94.9	860.4
Community Properties		11.5	12.9	13.2	13.6	51.2	14.0	14.4	14.8	15.2	15.6	16.0	141.0
Enforcement Income		37.9	39.1	40.2	41.4	158.6	42.7	44.0	45.3	46.6	48.0	49.5	434.7
Footway Licences		0.0	1.0	1.5	1.5	4.0	1.5	1.5	1.5	1.5	1.5	1.5	13.0
Grants and Contributions		10.9	9.1	9.3	9.5	38.7	9.7	9.9	10.1	10.3	10.5	10.8	100.0
Grants - Financial Assistance Grants		7.1	7.3	7.5	7.8	29.7	8.0	8.2	8.5	8.7	9.0	9.3	81.5
Health Related Income		1.8	1.8	1.9	2.0	7.5	2.0	2.1	2.1	2.2	2.3	2.3	20.5
Library Income		0.1	0.1	0.1	0.1	0.4	0.1	0.1	0.1	0.1	0.1	0.1	1.0
Other Building Fees		11.6	11.6	11.8	12.1	47.0	12.5	12.8	13.2	13.6	14.0	14.5	127.7
Other Fees		3.4	3.9	4.0	4.1	15.4	4.2	4.3	4.5	4.6	4.7	4.8	42.6
Other Income		0.6	0.6	0.7	0.7	2.6	0.7	0.7	0.7	0.8	0.8	0.8	7.1
Parking Meter Income		39.3	40.1	40.9	41.7	162.0	42.5	43.4	44.3	45.1	46.0	47.0	430.3
Parking Station Income		10.2	9.5	8.7	9.0	37.3	9.2	10.7	12.2	12.5	12.9	13.3	108.2
Private Work Income		5.7	5.9	6.1	6.3	24.0	6.5	6.7	6.9	7.1	7.3	7.5	65.8
Rates - Business CBD		172.5	176.7	181.2	185.7	716.2	190.4	195.1	200.0	205.0	210.1	215.4	1,932.2
Rates - Business Other		67.0	68.8	70.5	72.3	278.5	74.1	75.9	77.8	79.8	81.7	83.8	751.6
Rates - Residential		81.5	83.5	85.6	87.7	338.2	89.9	92.1	94.4	96.7	99.1	101.5	911.9
Sponsorship Income		0.4	0.4	0.5	0.5	1.8	0.5	0.5	0.5	0.5	0.5	0.6	4.9
Venue/Facility Income		10.0	10.3	10.6	10.9	41.7	11.2	11.6	11.9	12.3	12.6	13.0	114.3
Work Zone		16.3	14.3	13.8	14.2	58.4	14.6	15.0	15.5	15.9	16.4	16.9	152.9
Value in Kind - Revenue		1.5	1.6	1.6	1.6	6.3	1.7	1.7	1.8	1.9	1.9	2.0	17.3
Total Operating Income		651.1	671.8	690.9	714.4	2,728.2	723.4	749.2	775.9	798.3	809.7	831.9	7,416.6
Operating Expenditure													
Salaries and Wages		202.1	208.8	214.3	219.6	844.7	225.6	231.8	238.2	244.9	252.2	259.7	2,297.1
Other Employee Related Costs		1.5	1.5	1.6	1.6	6.2	1.7	1.7	1.8	1.8	1.9	1.9	17.0
Employee Oncosts		7.6	7.8	8.0	8.2	31.7	8.5	8.8	9.0	9.3	9.6	9.9	86.7
Agency Contract Staff		12.7	12.4	12.9	13.2	51.2	14.3	14.0	14.5	14.9	15.3	16.6	140.8
Superannuation		23.9	24.6	25.2	25.9	99.6	26.7	26.4	27.2	28.0	28.8	29.7	266.5
Travelling		0.2	0.2	0.2	0.2	0.7	0.2	0.2	0.2	0.2	0.2	0.2	1.9
Workers Compensation Insurance		6.5	6.7	6.9	7.1	27.2	7.3	7.5	7.8	8.0	8.2	8.5	74.5
Fringe Benefit Tax		0.6	0.6	0.6	0.7	2.5	0.7	0.7	0.7	0.7	0.8	0.8	6.9
Training Costs (excluding salaries)		1.2	1.2	1.2	1.3	4.9	1.3	1.4	1.4	1.4	1.5	1.5	13.5
Salary Expense		256.2	263.8	270.9	277.8	591,068.8	286.3	292.4	300.7	309.3	318.5	328.9	2,904.9

City of Sydney
Detailed Income and Expenditure

Delivery Program 2022-2026

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

Delivery Program 2022-2026

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

City of Sydney
Operating Budget

Delivery Program 2022-2026

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

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

City of Sydney

Operating Budget

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

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

Delivery Program 2022-2026

City of Sydney

Summary of Income and Expenditure by Principal Activity

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

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

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

Capital Works Expenditure Summary

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

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

Delivery Program 2022-2026

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

City of Sydney

Capital Works Individual Projects > \$5M

Delivery Program 2022-2026

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

City of Sydney

Capital Works Individual Projects > \$5M

Delivery Program 2022-2026

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

City of Sydney
Balance Sheet

Delivery Program 2022-2026

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

City of Sydney
Cash Flow Forecast

Delivery Program 2022-2026

\$M 2022/23 2023/24 2024/25 2025/26 2026/27 2027/28 2028/29 2029/30 2030/31 2031/32

Revenue:

Rates and Annual Charges	387.5	397.3	407.3	422.6	433.4	444.5	456.0	467.8	480.0	492.6
Other Operating Income	262.1	272.9	281.9	290.2	288.3	303.0	318.0	328.6	327.8	337.3

Operating Income

649.6	670.2	689.3	712.7	721.7	747.5	774.1	796.5	807.8	830.0
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Expenses:

Salary & Wages Expenditure	256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure	272.4	276.3	288.2	291.4	298.6	309.0	320.6	331.8	339.2	349.5

Operating Expenditure

528.6	540.1	559.1	569.3	584.9	601.5	621.3	641.0	657.7	678.4
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Operating Surplus

121.0	130.1	130.2	143.5	136.8	146.0	152.8	155.4	150.1	151.6
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Other Non Operating:

Interest income	7.5	6.4	6.5	8.7	9.0	8.2	9.5	9.6	8.2	8.0
Capital Related Project Expenses*	(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation	(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions	68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7

Net Surplus/(Deficit)

77.1	104.8	94.5	83.3	72.3	82.6	94.3	89.5	76.9	77.0
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Add Back:

Depreciation	114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Non-Cash Asset Adjustments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Cash Surplus before Capital Expenditure

191.5	220.7	212.0	202.4	192.8	205.0	218.6	215.2	204.6	206.7
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Capital Expenditure

Capital Works	(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects	(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments	(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0

Total Capital Expenditure

(379.9)	(349.9)	(186.9)	(95.1)	(246.4)	(225.7)	(236.6)	(294.1)	(206.7)	(207.1)
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Net Receivables/Payables Movement

13.8	(2.8)	7.4	(14.3)	(3.4)	(6.5)	(12.0)	(8.6)	(2.6)	(7.9)
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Cash Surplus/(Deficit)

(174.5)	(132.0)	32.4	93.1	(57.0)	(27.2)	(30.0)	(87.6)	(4.7)	(8.3)
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Total Cash at Beginning of Period

657.1	482.6	350.6	383.0	476.1	419.1	392.0	362.0	274.4	269.7
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Cash Surplus/(Deficit)	(174.5)	(132.0)	32.4	93.1	(57.0)	(27.2)	(30.0)	(87.6)	(4.7)	(8.3)
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Total Cash at End of Period

482.6	350.6	383.0	476.1	419.1	392.0	362.0	274.4	269.7	261.4
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* This item of expenditure is included within Materials and Contracts expense on the Income Statement

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

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

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

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

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

Summary of Expenditure - 2022/23

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

Statement of Business or Commercial Activities

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

Revenue Policy - Charges for Works Carried out on Private Land

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

OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS

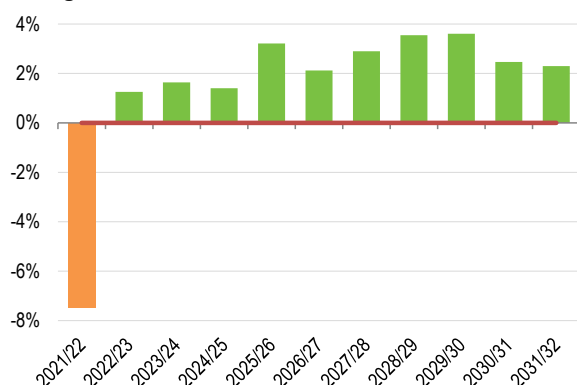
The City's performance in respect of the mandated Office of Local Government Performance measures is detailed below. The charts demonstrate performance trends on the basis of forward projections contained in the Long Term Financial Plan, and estimates related to future asset maintenance and renewal requirements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

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

The graphs plot the annual performance for each ratio shown - while longer term projections generally reflect above-benchmark performance against all measures, one-off impacts can result in minor fluctuations from year to year.

Sustainability

Operating Performance Ratio



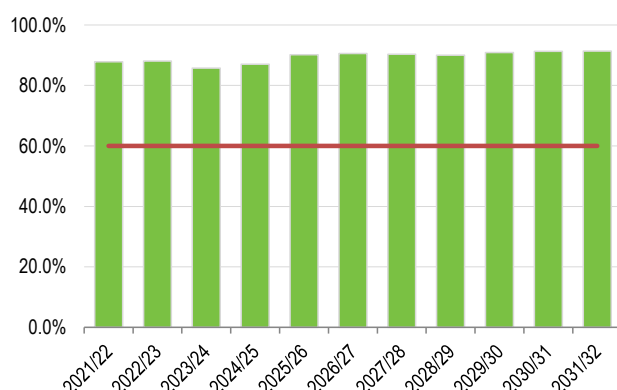
Operating Revenue (excl Capital Grants & Contributions)
less **Operating Expenses**

Operating Revenue (excl Capital Grants & Contributions)

The City's Operating Performance for 2021/22 has been significantly impacted by the continuation of the Covid-19 pandemic, particularly the Delta and Omicron variants that resulted in extended lockdowns and economic disruption. These impacts are beginning to ease in the latter part of the 2021/22 financial year.

Forward estimates anticipate a financial recovery reflecting a return to long term averages over time. The base case of the model relies upon the recovery of key income sources in 2022/23, and scenarios have been provided within this Long Term Financial Plan modelling financial impacts of an extended or delayed period of recovery.

Own Source Revenue



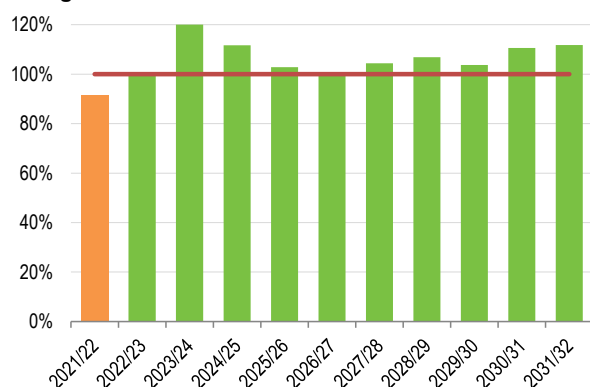
Total continuing operating revenue /less all grants and contributions

Total Operating Revenue
(inclusive of Capital Grants and Contributions)

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

As detailed in the Long Term Financial Plan document, minor incremental growth in the City's rates base and the assumed continuation of the "cap" on developer contributions per new dwelling will result in capital income representing a declining proportion of the City's income base, reflected in the gradual increase in the Own Source Revenue ratio. The ratio may be impacted in any given year by higher-than-expected capital income receipts.

Building and Infrastructure Asset Renewal Ratio



Actual Asset Renewals

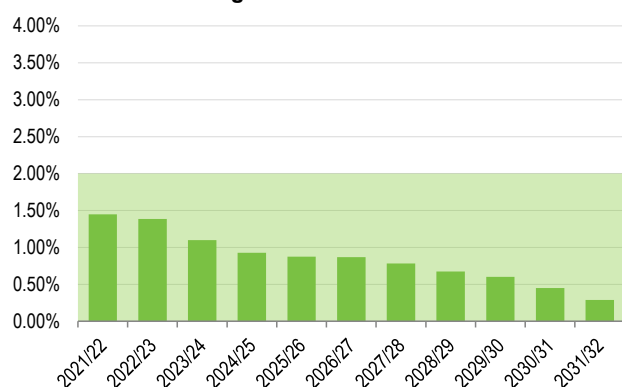
Required Renewal* of Building and Infrastructure Assets

Rather than utilise depreciation expense as an arbitrary proxy, the required renewal of building and infrastructure assets is instead sourced from the Asset Management Plan within the City's Integrated Planning and Reporting documents. Depreciation rates are also re-assessed regularly to reflect appropriate useful lives for assets, but the straight line methodology inevitably presents a limitation.

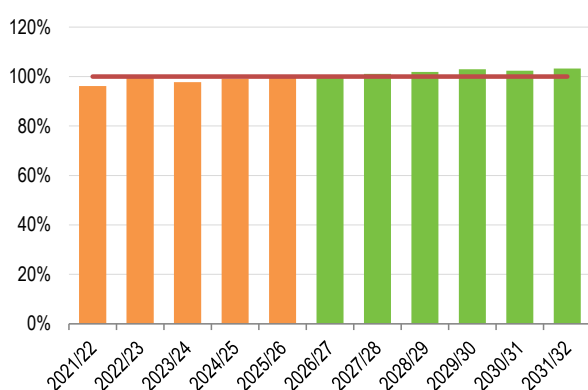
Ratio performance is forecast to exceed benchmark over the life of the plan. Performance in excess of the ratio benchmark is driven by large-scale capital works projects that provide a renewal benefit to major assets while achieving long term strategic goals. These major items are in addition to underlying capital renewal programs that meet cyclical renewal requirements.

Infrastructure and Service Management

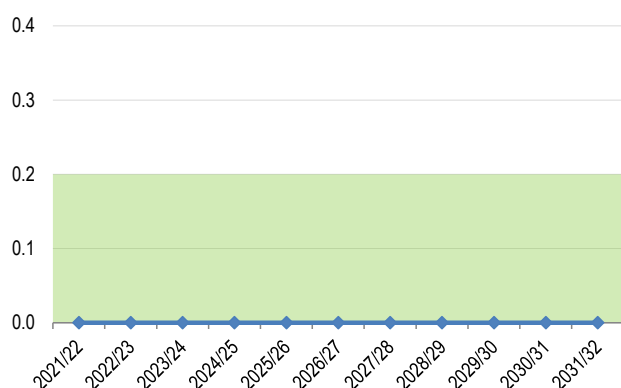
Infrastructure Backlog Ratio



Asset Maintenance Ratio

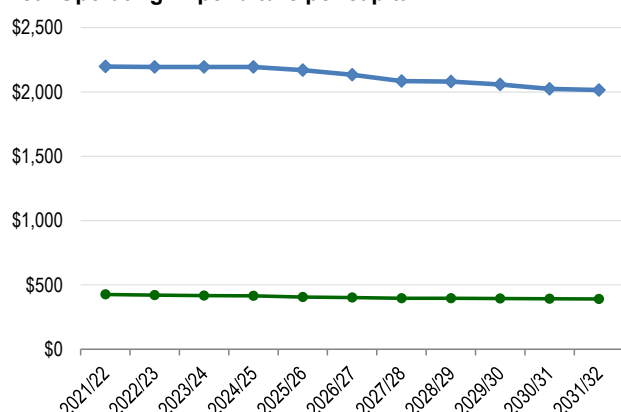


Debt Service Ratio



Efficiency

Real Operating Expenditure per capita



Estimated Costs to Bring Assets to a Satisfactory Standard

Written Down Value of Infrastructure
(incl roads and drainage assets), **Building, Other Structures** and **Depreciable Land Improvements Assets**

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

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

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 98% or higher).

Whilst gross expenditure on asset maintenance will continue to grow over time, so to will the "required" level of annual maintenance, as the City's asset base continues to grow. Resourcing of asset maintenance and operating expenditure is considered in conjunction with capital renewal, as part of a holistic approach to asset management. Over the longer term, increases to asset maintenance expenditure will continue to be 'matched' to growth in the City's asset base.

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

Operating Results before Interest and Depreciation (EBITDA)

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

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

Real Operating Expenditure

Residential Population of Local Government Area

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

Whilst gross Operating Expenditure is forecast to increase over time, the residential population of the LGA is projected to grow more rapidly, representing a 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.

Note that the green line reflects the inclusion of **all users** of the City, currently over 1.2M per day (in a business-as-usual environment)

Delivery Program 2022-2026

City of Sydney

Income Statement - Alternative Scenario 1a (Impact of approval of ASV on a temporary basis only on Net Operating Result)

	\$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Income from Continuing Operations													
Rates & Annual Charges		387.5	393.7	403.7	418.8	1,603.8	429.6	440.6	452.0	463.7	475.7	488.3	4,353.6
Fees		126.9	126.8	128.0	131.4	513.0	134.9	139.7	144.6	148.5	152.5	156.6	1,389.8
Interest Income		7.5	6.3	6.4	8.5	28.8	8.8	7.9	9.0	8.8	7.2	6.9	77.2
Other Income		118.8	131.3	138.7	143.2	531.9	137.4	142.2	156.7	162.9	157.8	162.7	1,451.6
Grants and Contributions provided for Capital Purposes		68.9	93.7	84.8	60.0	307.3	56.8	60.8	66.5	60.4	56.7	57.7	666.2
Grants and Contributions provided for Operating Purposes		18.0	16.4	16.8	17.2	68.5	17.7	18.1	18.6	19.0	19.5	20.0	181.4
Total Income from Continuing Operations		727.4	768.3	778.4	779.1	3,053.3	785.0	809.2	847.3	863.4	869.4	892.2	8,119.8
Expenses from Continuing Operations													
Employee		256.2	263.8	270.9	277.8	1,068.8	286.3	292.4	300.7	309.3	318.5	328.9	2,904.9
Borrowing		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Materials and Services		140.3	142.2	148.2	152.0	582.7	156.6	157.7	167.4	172.5	177.8	182.9	1,597.7
Depreciation Expense		114.4	115.9	117.5	119.2	466.9	120.5	122.5	124.3	125.6	127.7	129.7	1,217.2
Other Expenditure		139.4	145.1	151.1	150.8	586.4	153.4	158.2	165.0	171.4	173.7	179.3	1,587.4
Total Expenses from Continuing Operations		650.3	667.1	687.7	699.8	2,704.9	716.8	730.9	757.5	778.7	797.7	820.7	7,307.2
Net Operating Result for the Year		77.1	101.2	90.8	79.3	348.4	68.2	78.3	89.8	84.6	71.7	71.6	812.7

Impacts on Net Operating Result of Additional Special Rates Variation (ASV) approval on a temporary basis only

The base case of this Long Term Financial Plan anticipates that a number of key income streams will continue a recovery during 2022/23, before returning to an expected long term average from 2023/24. It also assumes that the City's additional special rates variation (ASV) application is approved in June 2022. In other words, the City is granted a permanent 2.5% increase to ordinary rates. Scenarios have been modelled to demonstrate potential additional impacts changes to the City's ordinary rate base if the ASV is not successful in full or in part. In addition a third scenario has been modelled showing no ASV plus the impact of a prolonged COVID pandemic effect on key revenue streams.

This income statement reflects Scenario 1a that models the impact of the non approval of the permanent ASV application but instead an increase of 2.5% for 2022/23 only (ie removed in future years). The adjustments under this scenario affect rates income by \$35.4M with annual rates income reduced by \$3M to \$4M over each of the final 9 years of the plan, as well as associated impacts to Interest and Investment income (\$4.3M total reduction)..

Cash Flow Forecast - Alternative Scenario 1a - Impact of approval of ASV on a temporary basis only on Cashflow

	\$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:											
Rates and Annual Charges		387.5	393.7	403.7	418.8	429.6	440.6	452.0	463.7	475.7	488.3
Other Operating Income		262.1	272.9	281.9	290.2	288.3	298.2	318.0	328.6	327.8	337.3
Operating Income		649.6	666.7	685.6	709.0	717.8	738.8	770.0	792.3	803.6	825.6
Expenses:											
Salary & Wages Expenditure		256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure		272.4	276.3	288.2	291.4	298.6	304.3	320.6	331.8	339.2	349.5
Operating Expenditure		528.6	540.1	559.1	569.3	584.9	596.7	621.3	641.0	657.7	678.4
Operating Surplus		121.0	126.6	126.5	139.7	133.0	142.1	148.7	151.3	145.9	147.2
Other Non Operating:											
Interest income		7.5	6.3	6.4	8.5	8.8	7.9	9.0	8.8	7.2	6.9
Capital Related Project Expenses*		(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation		(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions		68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus/(Deficit)		77.1	101.2	90.8	79.3	68.2	78.3	89.8	84.6	71.7	71.6
Add Back:											
Depreciation		114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Cash Surplus before Capital Expenditure		191.5	217.1	208.2	198.5	188.7	200.8	214.1	210.3	199.4	201.2
Capital Expenditure											
Capital Works		(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects		(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments		(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure		(379.9)	(349.9)	(186.9)	(95.1)	(246.4)	(225.7)	(236.6)	(294.1)	(206.7)	(207.1)
Net Receivables/Payables Movement		13.8	(2.8)	7.4	(14.3)	(3.4)	(6.5)	(12.0)	(8.6)	(2.6)	(7.9)
Cash Surplus/(Deficit)		(174.5)	(135.6)	28.7	89.1	(61.1)	(31.4)	(34.6)	(92.5)	(9.9)	(13.8)
Total Cash at Beginning of Period		657.0	482.6	347.0	375.7	464.8	403.8	372.3	337.8	245.3	235.4
Cash Surplus/(Deficit)		(174.5)	(135.6)	28.7	89.1	(61.1)	(31.4)	(34.6)	(92.5)	(9.9)	(13.8)
Total Cash at End of Period		482.5	347.0	375.7	464.8	403.8	372.3	337.8	245.3	235.4	221.6

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

Delivery Program 2022-2026

City of Sydney

Income Statement - Alternative Scenario 1b (Impact of non-approval of an Additional Special Rates Variation (ASV) on Net Operating Result)

	\$'M	2022/23	2023/24	2024/25	2025/26	4 Year Total	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	10 Year Total
Income from Continuing Operations													
Rates & Annual Charges		384.0	393.7	403.7	418.8	1,600.3	429.6	440.6	452.0	463.7	475.7	488.3	4,350.1
Fees		126.9	126.8	128.0	131.4	513.0	134.9	139.7	144.6	148.5	152.5	156.6	1,389.8
Interest Income		7.5	6.3	6.4	8.4	28.6	8.7	7.8	8.9	8.7	7.1	6.8	76.4
Other Income		118.8	131.3	138.7	143.2	531.9	137.4	142.2	156.7	162.9	157.8	162.7	1,451.6
Grants and Contributions provided for Capital Purposes		68.9	93.7	84.8	60.0	307.3	56.8	60.8	66.5	60.4	56.7	57.7	666.2
Grants and Contributions provided for Operating Purposes		18.0	16.4	16.8	17.2	68.5	17.7	18.1	18.6	19.0	19.5	20.0	181.4
Total Income from Continuing Operations		723.9	768.2	778.4	779.1	3,049.6	785.0	809.1	847.2	863.3	869.3	892.1	8,115.5
Expenses from Continuing Operations													
Employee		256.2	263.8	270.9	277.8	1,068.8	286.3	292.4	300.7	309.3	318.5	328.9	2,904.9
Borrowing		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Materials and Services		140.3	142.2	148.2	152.0	582.7	156.6	157.7	167.4	172.5	177.8	182.9	1,597.7
Depreciation Expense		114.4	115.9	117.5	119.2	466.9	120.5	122.5	124.3	125.6	127.7	129.7	1,217.2
Other Expenditure		139.4	145.1	151.1	150.8	586.4	153.4	158.2	165.0	171.4	173.7	179.3	1,587.4
Total Expenses from Continuing Operations		650.3	667.1	687.7	699.8	2,704.9	716.8	730.9	757.5	778.7	797.7	820.7	7,307.2
Net Operating Result for the Year		73.6	101.2	90.7	79.3	344.8	68.1	78.2	89.7	84.5	71.6	71.5	808.4

Impact on Net Operating Result of an Additional Special Rates Variation (ASV) non-approval

The base case of this Long Term Financial Plan anticipates that a number of key income streams will continue a recovery during 2022/23, before returning to an expected long term average from 2023/24. It also assumes that the City's additional special rates variation (ASV) application is approved in June 2022. In other words, the City is granted a permanent 2.5% increase to ordinary rates. Scenarios have been modelled to demonstrate potential additional impacts changes to the City's ordinary rate base if the ASV is not successful in full or in part. In addition a third scenario has been modelled showing no ASV increase plus the impact of a prolonged COVID pandemic effect on key revenue streams.

This income statement reflects Scenario 1b that models the impact of the non approval of the ASV application. The adjustments under this scenario affect rates income by \$38.9M with annual rates income reduced by \$3M to \$4M over each of the years of the plan, as well as associated impacts to Interest and Investment income (\$5.1M total reduction).

City of Sydney

Delivery Program 2022-2026

Cash Flow Forecast - Alternative Scenario 1b (Impact of non-approval of an Additional Special Rates Variation (ASV) on Cashflow)

	\$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:											
Rates and Annual Charges		384.0	393.7	403.7	418.8	429.6	440.6	452.0	463.7	475.7	488.3
Other Operating Income		262.1	272.9	281.9	290.2	288.3	298.2	318.0	328.6	327.8	337.3
Operating Income		646.1	666.7	685.6	709.0	717.8	738.8	770.0	792.3	803.6	825.6
Expenses:											
Salary & Wages Expenditure		256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure		272.4	276.3	288.2	291.4	298.6	304.3	320.6	331.8	339.2	349.5
Operating Expenditure		528.6	540.1	559.1	569.3	584.9	596.7	621.3	641.0	657.7	678.4
Operating Surplus		117.5	126.6	126.5	139.7	133.0	142.1	148.7	151.3	145.9	147.2
Other Non Operating:											
Interest income		7.5	6.3	6.4	8.4	8.7	7.8	8.9	8.7	7.1	6.8
Capital Related Project Expenses*		(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation		(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions		68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus/(Deficit)		73.6	101.2	90.7	79.3	68.1	78.2	89.7	84.5	71.6	71.5
Add Back:											
Depreciation		114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Cash Surplus before Capital Expenditure		188.0	217.1	208.2	198.4	188.6	200.7	214.0	210.1	199.3	201.1
Capital Expenditure											
Capital Works		(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects		(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments		(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure		(379.9)	(349.9)	(186.9)	(95.1)	(246.4)	(225.7)	(236.6)	(294.1)	(206.7)	(207.1)
Net Receivables/Payables Movement		13.8	(2.8)	7.4	(14.3)	(3.4)	(6.5)	(12.0)	(8.6)	(2.6)	(7.9)
Cash Surplus/(Deficit)		(178.0)	(135.7)	28.6	89.1	(61.1)	(31.5)	(34.6)	(92.6)	(10.0)	(13.9)
Total Cash at Beginning of Period		657.0	479.1	343.5	372.1	461.1	400.0	368.5	333.8	241.2	231.2
Cash Surplus/(Deficit)		(178.0)	(135.7)	28.6	89.1	(61.1)	(31.5)	(34.6)	(92.6)	(10.0)	(13.9)
Total Cash at End of Period		479.0	343.5	372.1	461.1	400.0	368.5	333.8	241.2	231.2	217.3

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

Delivery Program 2022-2026

City of Sydney

Income Statement - Alternative Scenario 2 (prolonged impact of Covid-19 disruption on key revenue streams)

	\$'M	2022-23	2023-24	2024-25	2025-26	4 Year Total	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	10 Year Total
Income from Continuing Operations													
Rates & Annual Charges		387.5	397.3	407.3	422.6	1,614.7	433.4	444.5	456.0	467.8	480.0	492.6	4,389.1
Fees		120.0	119.7	120.7	123.8	484.2	127.0	131.5	136.1	139.7	143.4	147.2	1,309.1
Interest Income		7.4	6.1	6.0	7.8	27.4	7.9	6.7	7.3	6.4	4.4	3.6	63.6
Other Income		113.3	125.6	132.9	137.1	508.9	131.2	135.8	150.1	156.2	150.8	155.5	1,388.5
Grants and Contributions provided for Capital Purposes		68.9	93.7	84.8	60.0	307.3	56.8	60.8	66.5	60.4	56.7	57.7	666.2
Grants and Contributions provided for Operating Purposes		18.0	16.4	16.8	17.2	68.5	17.7	18.1	18.6	19.0	19.5	20.0	181.4
Total Income from Continuing Operations		715.1	758.9	768.5	768.6	3,011.0	773.9	797.4	834.5	849.5	854.8	876.7	7,997.9
Expenses from Continuing Operations													
Employee		256.2	263.8	270.9	277.8	1,068.8	286.3	292.4	300.7	309.3	318.5	328.9	2,904.9
Borrowing		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Materials and Services		140.3	142.2	148.2	152.0	582.7	156.6	157.7	167.4	172.5	177.8	182.9	1,597.7
Depreciation Expense		114.4	115.9	117.5	119.2	466.9	120.5	122.5	124.3	125.6	127.7	129.7	1,217.2
Other Expenditure		139.4	145.1	151.1	150.8	586.4	153.4	158.2	165.0	171.4	173.7	179.3	1,587.4
Total Expenses from Continuing Operations		650.3	667.1	687.7	699.8	2,704.9	716.8	730.9	757.5	778.7	797.7	820.7	7,307.2
Net Operating Result for the Year		64.7	91.8	80.8	68.8	306.2	57.1	66.6	77.1	70.8	57.1	56.0	690.8
Net Operating Result (excl Light Rail Contribution)		64.7	91.8	80.8	68.8	306.2	57.1	66.6	77.1	70.8	57.1	56.0	690.8

Impacts on base case Net Operating Result of prolonged negative effect on key revenue streams from the pandemic

The base case of this Long Term Financial Plan anticipates that a number of key income streams will continue a recovery during 2022/23, before returning to an expected long term average from 2023/24. It also assumes that the City's additional special rates variation (ASV) application is approved in June 2022. In other words, the City is granted a permanent 2.5% increase to ordinary rates. A third scenario has been modelled and presented here modelling the impact of a prolonged COVID pandemic effect on key revenue streams.

The adjustments under this scenario include;

- Advertising income reduced by \$37.8M
- Venue Hire income reduced by \$42.8M
- Commercial Property income reduced by \$63.1M
- Associated impacts on Interest and Investment income, reduced by \$12.8M

City of Sydney

Delivery Program 2022-2026

Cash Flow Forecast - Alternative Scenario 2 (prolonged impact of Covid-19 disruption on key revenue streams)

	\$M	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Revenue:											
Rates and Annual Charges		387.5	397.3	407.3	422.6	433.4	444.5	456.0	467.8	480.0	492.6
Other Operating Income		249.8	260.2	268.8	276.5	274.2	283.7	303.0	313.1	311.8	320.7
Operating Income		637.3	657.5	676.1	699.1	707.6	728.2	759.0	780.9	791.8	813.4
Expenses:											
Salary & Wages Expenditure		256.2	263.8	270.9	277.8	286.3	292.4	300.7	309.3	318.5	328.9
Other Operating Expenditure		272.4	276.3	288.2	291.4	298.6	304.3	320.6	331.8	339.2	349.5
Operating Expenditure		528.6	540.1	559.1	569.3	584.9	596.7	621.3	641.0	657.7	678.4
Operating Surplus		108.7	117.4	117.0	129.9	122.7	131.5	137.7	139.9	134.0	135.0
Other Non Operating:											
Interest income		7.4	6.1	6.0	7.8	7.9	6.7	7.3	6.4	4.4	3.6
Light Rail Contribution to NSW Government		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capital Related Project Expenses		(5.8)	(9.5)	(9.5)	(9.8)	(9.8)	(10.0)	(10.1)	(10.3)	(10.4)	(10.7)
Depreciation		(114.4)	(115.9)	(117.5)	(119.2)	(120.5)	(122.5)	(124.3)	(125.6)	(127.7)	(129.7)
Capital Grants and Contributions		68.9	93.7	84.8	60.0	56.8	60.8	66.5	60.4	56.7	57.7
Net Surplus		64.7	91.8	80.8	68.8	57.1	66.6	77.1	70.8	57.1	56.0
Add Back :											
Depreciation		114.4	115.9	117.5	119.2	120.5	122.5	124.3	125.6	127.7	129.7
Cash Surplus before Capital Expenditure		179.2	207.7	198.3	187.9	177.6	189.0	201.4	196.4	184.8	185.7
Capital Expenditure											
Capital Works - excluding Light Rail Contribution		(212.1)	(224.5)	(191.4)	(154.7)	(162.3)	(187.1)	(186.2)	(175.9)	(183.7)	(184.3)
Plant and Asset Acquisitions/ICT Projects		(19.9)	(24.4)	(24.2)	(24.4)	(24.1)	(23.6)	(23.4)	(23.2)	(23.0)	(22.8)
Property (Acquisitions)/Divestments		(147.8)	(101.0)	28.7	84.0	(60.0)	(15.0)	(27.0)	(95.0)	0.0	0.0
Total Capital Expenditure		(379.9)	(349.9)	(186.9)	(95.1)	(246.4)	(225.7)	(236.6)	(294.1)	(206.7)	(207.1)
Net Receivables/Payables Movement		16.2	(2.8)	7.5	(14.2)	(3.3)	(6.4)	(11.9)	(8.5)	(2.5)	(7.8)
Cash Surplus / (Deficit)		(184.5)	(144.9)	18.8	78.7	(72.1)	(43.1)	(47.2)	(106.2)	(24.4)	(29.2)
Total Cash at Beginning of Period		657.1	472.6	327.7	346.5	425.1	353.0	309.9	262.8	156.6	132.1
Cash Surplus/ (Deficit)		(184.5)	(144.9)	18.8	78.7	(72.1)	(43.1)	(47.2)	(106.2)	(24.4)	(29.2)
Total Cash at End of Period		472.6	327.7	346.5	425.1	353.0	309.9	262.8	156.6	132.1	102.9

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

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