

Integrated Planning and Reporting Program and Budget 2025/26 – Adoption

File No: X115821

Summary

The Integrated Planning and Reporting framework for NSW local government requires the City to demonstrate that its plans and objectives are appropriately resourced and can be achieved as it delivers functions and services, maintains its assets, and remains financially sustainable over the long term.

Following the local government elections in 2024, Council is required to review its suite of Integrated Planning and Reporting documents before 30 June 2025 to ensure that the revised plans reflect the intentions of the current Council.

Council adopted Sustainable Sydney 2030-2050 Continuing the Vision on 27 June 2022 which continues our vision for a more sustainable future. The City incorporated this vision into the Integrated Planning and Reporting framework and developed a suite of documents to support the key directions, targets and major objectives within the Community Strategic Plan Delivering Sustainable Sydney 2030-2050. An updated draft community strategic plan was exhibited from 8 April 2025 to 6 May 2025. A total of 226 responses were received. The feedback from the public was largely positive and broadly supports the vision and directions as set out in Community Strategic Plan.

On 12 May 2025, Council then endorsed the remaining suite of Integrated Planning and Reporting documents, including a draft Delivery Program, draft Operational Plan and draft Resourcing Strategy, as well as the draft Outdoor Dining Guidelines, to be placed on public exhibition for public comment from 13 May 2025 to 9 June 2025 in accordance with the requirements of the Local Government Act 1993. There were 21 submissions received on the draft Delivery Program, Operational Plan and Resourcing Strategy documents. There were no submissions received for the draft Outdoor Dining Guidelines.

The details of the various issues raised and the entire suite of Integrated Planning and Reporting documents, have been assessed by staff. The issues raised in the submissions, together with responses and staff recommendations, are included in Attachment B.

A summary of the proposed changes to the exhibited documents is included in Attachment C.

Council is required to review and re-determine the senior positions and reporting structure of the organisation within 12 months of the council election in accordance with section 332 of the Local Government Act 1993. The high level organisational structure containing the senior positions was included in the draft 2025/26 Operational Plan and it is recommended that Council endorse the structure and senior positions as exhibited as part of this report.

This report recommends that this suite of Integrated Planning and Reporting documents, as attached to this report, are either endorsed or adopted in accordance with the requirements of the Local Government Act 1993 and recommends Council approve the Outdoor Dining Guidelines as exhibited.

Recommendation

It is resolved that:

- (A) Council note the Engagement Report for the updated Community Strategic Plan Delivering Sustainable Sydney 2030-2050, including submissions and survey results for the draft community strategic plan, as shown at Attachment A to the subject report
- (B) Council note the submissions received from the community, and staff responses, on the draft Delivery Program, Operational Plan and Resourcing Strategy documents as shown at Attachment B to the subject report;
- (C) Council note the proposed changes to the documents, including fees and charges, as incorporated within the Operational Plan and Resourcing Strategy, and set out in Attachment C to the subject report;
- (D) Council endorse the updated Community Strategic Plan - Delivering Sustainable Sydney 2030- 2050 (2025), as shown at Attachment D to the subject report;
- (E) Council adopt the 2025-2029 Delivery Program, as shown at Attachment E to the subject report;
- (F) Council adopt the Operational Plan 2025/26, as shown at Attachment F to the subject report;
- (G) Council adopt the Long Term Financial Plan, Asset Management Planning documents consisting of the Asset Management Strategy (including the Asset Management Policy) and the Community Asset Management Plan, Community Engagement Strategy and community participation plan, and the Information and Technology Strategy within the Resourcing Strategy 2025, as shown at Attachment G to the subject report;
- (H) Council endorse the People Strategy (Workforce Management Strategy) within the Resourcing Strategy 2025, as shown at Attachment G to the subject report;
- (I) Council adopt the draft Operating and Capital Budgets and future years' forward estimates as reflected in the Operational Plan 2025/26 and Resourcing Strategy 2025 including:
 - (i) Operating income of \$748.5M, operating expenditure before depreciation of \$631.4M for an Operating Result of \$117.1M, and a Net Operating Result of \$108.9M after allowing for interest, depreciation and capital contributions;

- (ii) Capital Works expenditure of \$268.7M and a capital works contingency of \$8.0M;
- (iii) Plant and Assets net expenditure of \$23.4M;
- (iv) Capital Works (Technology and Digital Services) of \$24.0M; and
- (v) Net Property Divestments of \$122.3M;
- (J) Council adopt the Rates Structure, Domestic Waste Management Charges, Stormwater Charges and User Fees and Charges discussed within the subject report and included within the Operational Plan 2025/26;
- (K) Council endorse the organisational structure and senior positions included within the Operational Plan 2025/26;
- (L) Council approve the Outdoor Dining Guidelines shown at Attachment H to the subject report;
- (M) Council note that the City will investigate those locations where the footpath can be permanently extended into road space for outdoor dining, consider the criteria for the extension of the footpath and the appropriate monetary contributions from businesses for the consideration of Council, and as a result, the City will not be accepting any new applications for on-road dining for at least 2 years; and
- (N) authority be delegated to the Chief Executive Officer to approve minor editorial corrections and to finalise document design, artwork and accessibility prior to publication

Attachments

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| Attachment A. | Community Engagement Report - Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (2025 update) |
| Attachment B. | Summary of public exhibition submissions - draft Delivery Program 2025-2029, Operational Plan 2025/26 and Resourcing Strategy 2025 |
| Attachment C. | Register of Proposed Changes to Draft Integrated Planning and Reporting Documents. |
| Attachment D. | Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (2025 update) |
| Attachment E. | Delivery Program 2025-2029 |
| Attachment F. | Operational Plan 2025/26 |
| Attachment G. | Resourcing Strategy 2025 |
| Attachment H. | Outdoor Dining Guidelines June 2025 |

Background

1. In October 2009, the NSW Government enacted the Local Government (Planning and Reporting) Amendment Act 2009, which set a framework to integrate the various statutory planning and reporting processes as required by the Local Government Act 1993 and the Environmental Planning and Assessment Act 1979.
2. The Integrated Planning and Reporting framework requires a number of strategic planning and resourcing documents, with alignment to the term of the elected council. The requirements include a long-term community strategic Plan (at least 10 years), a delivery program for the term of the council (generally 4 years), and a more detailed Operational Plan that will set out council's budgets, programs and projects for the coming 12 months.
3. These documents are all underpinned by a Resourcing Strategy, including a long-term financial plan, an asset management plan and a workforce plan, to demonstrate councils have adequate resources to achieve the planned outcomes while ensuring the council's long-term sustainability for its community and stakeholders.
4. Council endorsed Sustainable Sydney 2030-2050 Continuing the Vision on 27 June 2022 which continues our vision for a more sustainable future and adopted our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 which guides the development and planning for the City of Sydney local government area. This document is the highest-level plan within the Integrated Planning and Reporting Framework and provides the mechanism for the implementation of the vision for our city. It builds on the work already undertaken to realise Sustainable Sydney 2030, responds to relevant global trends and policy frameworks, and encapsulates our communities' values and aspirations underpinned by research and analysis of data.
5. Council on 7 April 2025 endorsed the updated draft Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (2025) to be placed on exhibition.
6. On 12 May 2025, Council endorsed a draft Delivery Program 2025-2029, draft Operational Plan 2025/26 and a draft Resourcing Strategy 2025, to be placed on public exhibition for public comment from 13 May 2025 to 9 June 2025 in accordance with the requirements of the Local Government Act 1993.

Community Strategic Plan Delivering Sustainable Sydney 2030-2050

7. The draft Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (2025) was made available through the City's Sydney Your Say website from 8 April 2025 to 6 May 2025. Feedback was invited via a short survey, email or phone. There were 1,447 unique pageviews of the Sydney Your Say page.
8. A comprehensive campaign was conducted and this included:
 - (a) Online engagement, including Sydney Your Say webpage and survey
 - (b) Face-to-face workshops
 - (c) A Lord Mayor letter emailed to almost 6,000 stakeholders
 - (d) Promotion through the City's community e-newsletters, and through libraries and community centres and on various social media channels.

9. The City received 226 submissions including:
- (a) 112 online survey responses from individuals and organisations, and 97 survey responses from young people
 - (b) Open-ended responses provided feedback on the following areas:
 - (i) Strategic directions (over 95 comments)
 - (ii) Targets (58 comments)
 - (iii) Project ideas (89 comments)
 - (iv) General comments (65 comments)
 - (c) Survey results indicated overall support for the community strategic plan, with 87% participants agreeing/strongly agreeing with the plan's 10 strategic directions. Young people agreed or strongly agreed with the 10 strategic directions at a higher rate than the overall consultation sample, with 92% of young people agreeing/strongly agreeing with the strategic directions.
 - (d) People felt the most important transformative project ideas to achieve were 'The Green City', 'Building on housing for All', 'Three Linked City Squares' and 'Metro as Catalyst' (12%). There were 17 emailed submissions that have been reviewed and responded to by staff, from individuals and organisations that include statements of support as well as detailed feedback that raised issues and opportunities.
 - (e) Based on community feedback received some minor editorial changes were made including document design and image updates, and re-ordering of some text.

Delivery Program, Operational Plan and Resourcing Strategy

10. The plans were made available through the City's Sydney Your Say website, which had 794 unique visits and 329 document downloads. The consultation also included:
- (a) City of Sydney News notification of the exhibition to 17,558 subscribers on 13 May 2025
 - (b) City's Sydney Your Say e-newsletter on 14 May 2025 to 5,045 subscribers
 - (c) Pyrmont Community Centre newsletter on 14 May 2025 to 704 subscribers
 - (d) Reginald Murphy Community Centre newsletter on 14 May 2025 to 558 subscribers
 - (e) City of Sydney library news to 31,634 subscribers on 21 May 2025
 - (f) King George V Recreation Centre news to 881 subscribers on 21 May 2025
 - (g) Stakeholder emails to community and resident action groups
 - (h) Posters displayed in city community centres

11. The City received 21 submissions through a combination of the Sydney Your Say website, direct email submissions and emails sent to councillors mostly in support of topics already received directly through the submissions process.
12. All submissions have been internally reviewed, with staff recommending no clarifications and changes to the exhibited content of the draft plans. The issues raised in the submissions, together with the responses and staff recommendations, are included in Attachment B.
13. Minor amendments to correct administrative errors and improve the clarity of the documents have also been made to the exhibited Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Strategy, including minor changes to the draft Fees and Charges 2025/26 and are included in Attachment C.
14. The changes to fees and charges include updates to statutory fees as set by legislation released after the draft plans were placed on exhibition, minor formatting edits and the deletion of some fees.
 - (a) The NSW Department of Planning, Housing and Infrastructure recently issued the 2025/26 Fee Unit which underpins a significant number of development application fees that are levied under Schedule 4 of the Environmental Planning and Assessment Act 1979. These fees are being recalculated with the new rate and will be updated in the Council's Fees and Charges schedule prior to 1 July 2025. Council will be notified via a CEO Update when this is complete.
 - (b) The Revenue Policy has been amended to include a clarification that in certain circumstances, as set out in the terms of hire agreement, a cancellation fee may apply to bookings made of Council facilities.
 - (c) A number of fees that are no longer required that relate to a proposed small end of trip facility at 38 Sussex Street, Sydney have been removed for 2025/26.
15. Changes in line with the City's editorial guidelines and document design updates such as resizing tables, page breaks, and refreshing images and diagrams have not been included in the register. Also not listed are grammar / language improvements for readability, and minor edits to align wording between the suite of Integrated Planning and Reporting documents.
16. The proposed suite of Integrated Planning and Reporting documents to be adopted, including the 2025/26 budgets and incorporating the setting of the rates in accordance with the requirements of the Local Government Act 1993, are attached to this report.
17. Council is required to determine the senior positions and reporting structure of the organisation for the organisation within 12 months of the local government election in accordance with section 332 of the Local Government Act 1993. The senior positions were included in the 2025/26 Operational Plan, as they are every year. Reporting on this is also included in the Annual Report Statutory Returns. A separate council resolution is required to comply with legislative requirements.

Outdoor Dining Guidelines

18. In March 2025, Council resolved for the Chief Executive Officer to:
 - (a) investigate permanently waiving application and licence fees for outdoor dining for Council's consideration as part of the 2025/26 budget;
 - (b) bring a report to Council on the outcome of the City's investigations into locations where the footpath can be permanently extended into road space for outdoor dining; and,
 - (c) writing to all businesses with an outdoor dining approval to advise them of the permanent fee waiver and the application process if they wish to continue their outdoor dining after 30 June 2025.
19. This report recommends Council approve the proposed changes to the Outdoor Dining Guidelines. The Guidelines allow for the current arrangements for on-road dining to be extended until 30 June 2027 to provide time for the City to investigate those locations where the footpath can be permanently extended into road space for outdoor dining, consider the criteria for the extension of the footpath and appropriate monetary contributions from businesses for consideration of Council.
20. In addition, some minor amendments have been made to provide greater clarity on those areas that are unsuitable for outdoor dining and to remove the requirement for renewal applications to be re-notified where there are no changes to the hours of operations or size of dining area.
21. The Guidelines were exhibited alongside the Delivery Program and Operational Plan. No submissions were received.
22. The City currently has over 120 locations with on-road dining and is currently undertaking the detailed process of investigating and transitioning, where appropriate, locations to permanent footpath extensions for the purposes of outdoor dining. As this process is detailed and the work will take some time to complete the City will not accept any new applications for at least 2 years.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

23. Sustainable Sydney 2030-2050 Continuing the Vision renews the communities' vision for the sustainable development of the city to 2050. It includes 10 strategic directions to guide the future of the city, as well as 10 targets against which to measure progress.
24. The attached strategic documents meet the needs of our diverse community and are based on the significant engagement program conducted over recent years. It will be implemented via Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (2025 update) through the 2025-2029 Delivery Program and the 2025/26 Operational Plan. The resources required to implement the actions are included in the 2025 Resourcing Strategy.

Organisational Impact

25. The organisation's resources will be aligned to the priorities identified for the 10+ year, 4 year and one-year periods of the Community Strategic Plan, Delivery Program and Operational Plan.
26. The proposed budget for 2025/26 provides for all approved full time equivalent positions. The City also supports a significant number of additional jobs through the provision of contracts that underpin a range of externally provided projects and services.
27. These positions are required to ensure the ongoing operation of the City, and to advance the outcomes determined by Council. City staff continue to revise functional operations to determine where opportunities arise to improve effectiveness and efficiency of service delivery, to ensure the organisation remains financially sustainable.

Risks

28. The community strategic plan identifies community priorities and aspirations for the local area. While the City of Sydney has a critical role in delivering projects, programs and services that support the community strategic plan, many other levels of government and organisations are also responsible to contribute to the targets and outcomes in the plan.
29. The Risk Appetite Statement provides guidance about the amount of risk the City of Sydney is willing to take in order to achieve our strategic goals, while ensuring the protection of our assets, reputation and the wellbeing of our employees and community.
30. We accept that in order to achieve our strategic vision and objectives that we must accept some risks that are proportionate to the potential reward, especially where growth, transformation and innovation is involved.
31. Our primary objectives in managing risk are to:
 - protect the wellbeing of our community, employees and stakeholders
 - safeguard our people, assets, reputation and financial resources
 - ensure compliance with applicable laws, regulations and standards
 - enable innovation and growth while balancing potential risks
 - optimise service delivery and operational efficiency.
32. The community strategic plan is consistent with the City of Sydney's risk appetite statement, specifically:
 - We comply with our legal and regulatory requirements.
 - We encourage considered risk taking that supports innovation, efficiency and the achievement of our strategic objectives.

Social / Cultural / Community/Environmental/Economic

33. The Community Strategic Plan represents the communities' aspirations for the future of the city, aims to achieve an equitable and inclusive city, where people can prosper and reach their full potential. It also aims to strengthen resilience in our community by making stronger the networks and connections that bind people and organisations together.
34. The Community Strategic Plan includes a definition of the communities we serve drawn from the Community Engagement Framework. It includes the many people who rely on our area as the place they live, work, study, do business, access services and visit. As well, it recognises the global connections and obligations our communities have to others around the world and the responsibilities from this that arise for the City of Sydney
35. The Delivery Program, Operational Plan and Resourcing Strategy support the achievement of the desired social, cultural, environmental and economic outcomes contained within the Community Strategic Plan.

Financial Implications

36. The proposed 2025/26 budget projects an operating result, prior to interest income, depreciation, capital project related costs and capital contributions, of \$117.1M.
37. Operating Income is budgeted at \$748.5M with key components described in this report, and full details provided in the Operational Plan and the Long Term Financial Plan.
38. The real growth of the City's own sources of income, including general rates, are critical to enable our continued provision of quality services, facilities and infrastructure, and underpin our long term financial sustainability.
39. The Rates and Annual Charges for 2025/26 are budgeted to be \$442.1M, of which ordinary rates are \$373.1M (before pensioner rebates). Rates and Annual Charges include the following key elements:
 - (a) rates will be based upon the 1 July 2022 unimproved land valuations as supplied by the Valuer General of NSW;
 - (b) For the 2025/26 year, the following components have been endorsed for the City:
 - (i) Base cost change of 3.6%
 - (ii) Emergency services levy factor of 0.0%
 - (iii) Election cost adjustment of 0.01%
 - (iv) Population growth factor is 0.4%resulting in a total allowed rate peg increase of 4.1%.

40. Rates will comprise a cent in the dollar (ad valorem) rate, based on the unimproved valuations of the residential and business properties, subject to the application of a minimum rate contribution;
- (i) Residential - Ordinary Rate - the City proposes to continue a single residential category of rateable land;
 - (ii) Business - Ordinary Rate - the City proposes to adopt a business ordinary rate; and
 - (iii) Business – CBD (Central Business District) Rate - a business subcategory rate for rateable land in the Central Business District as a centre of activity, as shown in the map contained within the draft Operational Plan 2025/26.
41. The proposed rates for the 2025/26 rating year are:

Category/Subcategory	Minimum Rate (\$)	Ad valorem (rate in the dollar)
Residential - Ordinary Rate	\$ 695.90	0.00103709
Business - Ordinary Rate	\$ 890.50	0.00316528
Business subcategory - CBD Rate	\$ 890.50	0.00816989

42. The Resourcing Strategy, which includes the Long Term Financial Plan, articulates the need for long-term financial sustainability as a fundamental principle of future planning and is always considered when planning for the delivery of the elements of the vision.
43. The draft budgets reflect our best estimates of required funding at this time, however we anticipate that there will be specific services and projects where we may need to refine funding requirements. Where these price fluctuations cannot be absorbed within the draft budgets, these requirements would be brought back to Council either directly or through the quarterly reports to progress delivery of the planned outcomes

Reserves

44. The Long Term Financial Plan incorporates the City's cash reserves, including all of the external restrictions required by legislation to quarantine funds raised for specific purposes, including developer contributions, security deposits, and domestic waste and stormwater charges. It also incorporates internal restrictions where Council has resolved to set specific funding aside for employee leave entitlements, asset replacement, and significant strategic commitments such as the Supported Accommodation Affordable and Diverse Housing Fund, Green Square Infrastructure, and Green Infrastructure (energy, stormwater and waste). The amounts in these reserves is reported to Council as part of the Quarterly Reporting process.
45. The cash restrictions within the Long Term Financial Plan are intended to meet specifically identified Council commitments and are not designed to set aside amounts covering all future capital works.

46. This current version of the plan continues to provide for future cash funding and utilisation of the restricted cash reserves, reflecting the proposed timing of these major projects and commitments of the City.

Relevant Legislation

47. Local Government Act 1993, Section 8B sets out the principles of sound financial management that apply to councils. Section 8C sets out the integrated planning and reporting principles that apply to councils.
48. Section 406 requires council to comply with the integrated planning and reporting guidelines established by the Executive of the Office of Local Government. Council must comply with these requirements when preparing a draft community strategic plan, the underlying delivery program and operational plans and strategies with respect to the council's activities.
49. Section 402 of the Local Government Act 1993 requires council to review the community strategic plan and then either endorse or develop or endorse a new community strategic plan before June 30 following the election.
50. Council is required to determine the senior positions and reporting structure of the organisation for the organisation within 12 months of the local government election in accordance with sections 332 and 333 of the Local Government Act 1993.

Critical Dates / Time Frames

51. Section 405 of the Local Government Act 1993 requires that councils must adopt a Delivery Program and Operational Plan, including a statement of the council's revenue policy for the year covered by the operational plan before the beginning of each year.
52. Council is required to place the proposed new documents related to the Integrated Planning and Reporting legislation on public exhibition for 28 days. The Local Government Act 1993 requires the draft budget, and revenue pricing policy for rates, annual charges and fees be incorporated within that exhibition and consultation process.

Options

53. Council has the option to vary budget allocations, rates and fees and charges prior to, and after the 28-day exhibition period, prior to final approval.

Public Consultation

54. This suite of Integrated Planning and Reporting documents reflects the vast amount of public consultation and engagement undertaken with the City's community and other interested stakeholders in developing the original Sustainable Sydney 2030 Vision.

55. A comprehensive engagement program was undertaken from late 2018, through 2019, and detailed in a report to Council in December 2019 including reports from numerous engagement activities which are all available on the City of Sydney website.
56. Information from ongoing engagement with communities on major strategies and projects throughout 2020 to 2022, including a survey of residents and businesses in 2020 on the impacts of the pandemic, informed the finalisation of Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 in 2022.
57. The City's engagement programs and activities continue to be conducted in line with the City's Community Engagement Strategy, which was last adopted in June 2024.
58. A Community Insights Report has been developed and was presented to council as part of the exhibition of the draft Community Strategic Plan earlier this year. This report brings together what we heard from the community during our extensive community engagement program over the past 2 years.
59. The Community Insights Report analysed more than 13,500 pieces of community feedback across 27 key consultation projects between 2022 and 2024 to understand and confirm if community values and priorities have changed.
60. The outcomes from the Community Engagement over the past 2 years has helped inform the refresh of the community strategic plan, and in turn, the objectives in the draft Delivery Program and Operational Plan.

JEAN-MICHEL CARRIERE

Executive Director Finance and Procurement

Attachment A

**Community Engagement Report – Community
Strategic Plan Delivering Sustainable Sydney
2030-2050 (2025 update)**

Community Engagement report

Community Strategic Plan 2030–2050 (2025 update)



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Background

Achieving a sustainable, equitable and resilient city

The community strategic plan identifies the community's main priorities and aspirations for Sydney in 2050. It sets out how we will achieve a more sustainable, equitable and resilient city. It guides all our other [strategies and plans](#).

We worked with our communities for over 2 years to develop this plan in 2022. Engagement activities included surveys, pop-up events and community workshops with Aboriginal and Torres Strait Islander peoples, small businesses and cultural and nightlife sectors. We also worked with children and young people and held a citizens' jury.

The community strategic plan is updated every 4 years in line with NSW Government requirements and when it needs to adapt to changing circumstances and community aspirations.

Following the Council elections in September 2024, we've updated this plan for Council to consider and adopt in 2025.

To inform the updated plan, we analysed the feedback we received over the past 2 years from our ongoing community engagement program. We reviewed 13,790 pieces of feedback across 27 consultations to check if and how community values have changed since 2022.

Community feedback from 2022 to 2024 shows continuing support for the community values identified in 2022. Overwhelmingly, our communities want:

- An environmentally responsive city
- A city for people
- A city that moves
- A city with a future-focused economy
- A lively, cultural and creative city.

Learn more about how we consulted our communities and what we heard in our [Community insights report 2024](#).

Public exhibition of these documents is the final step in a long and thorough engagement process. The draft Community Strategic Plan 2025-2030 and the Community insights report 2024 were both available on the Sydney Your Say consultation page as part of this public exhibition in April and May 2025.

Feedback collected through the public exhibition has helped us to finalise the Community Strategic Plan 2025-2030 so that it can be presented to Council for adoption in June 2025.

Engagement summary

From 8 April 2025 to 6 May 2025, we asked the community for feedback on our community strategic plan.

Consultation on the plan provided an opportunity for the community to review and comment on the draft documents before being taken to Council for adoption.

Consultation activities included online engagement and face-to-face workshops. The consultation was promoted through libraries and community centres and on various social media channels.

This report outlines the community engagement activities that took place and summarises the key findings from the consultation.

Purpose of the engagement

The purpose of the engagement was to:

- gather feedback from stakeholders and the community about the draft plan
 - determine the level of satisfaction with the plan
 - meet legislative requirements for the development and adoption of our community strategic plan.
-

Outcomes from the engagement

We received a total of **226 submissions** during consultation period from **8 April – 6 May 2025**.

The Sydney Your Say page was visited 1447 times during the public exhibition period.

Quantity	Description of activity
226	Total submissions received
112	Survey submissions (general public)
97	Survey submissions (young people)
17	Written submissions received via email
1447	Sydney Your Say webpage visits
184	Downloads of the Draft Community Strategic Plan

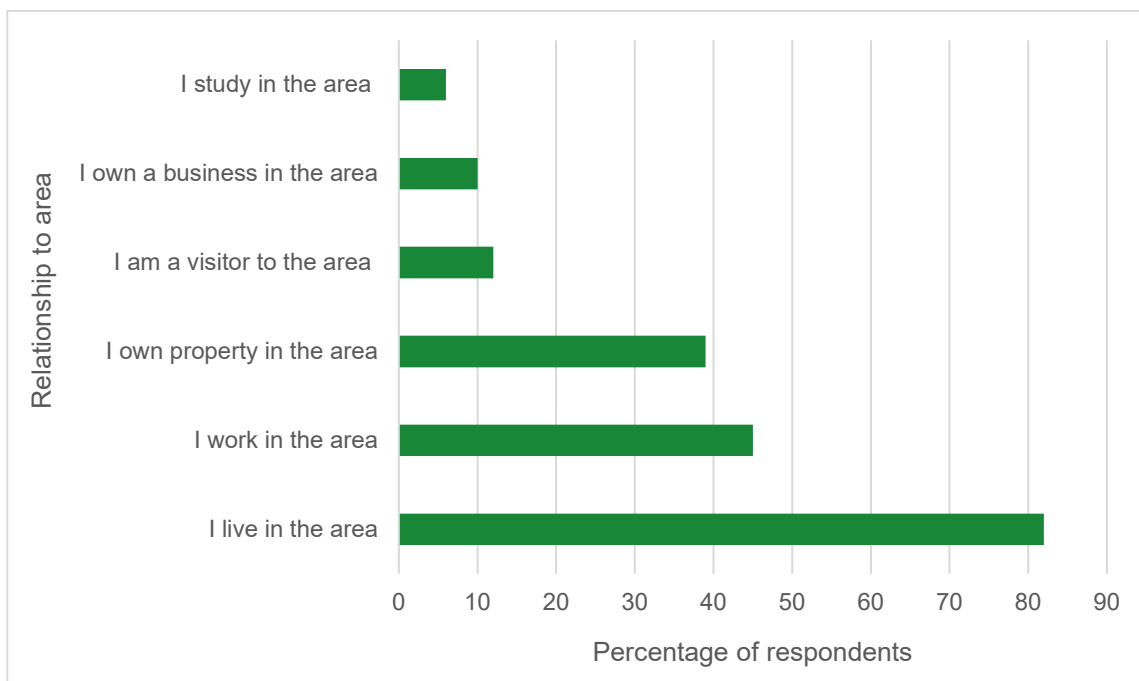
Demographic snapshot

Demographic data was collected from 109 of the people from the general public that submitted surveys.

From the young people we consulted we collected data related to age, gender and the school or institution they study at – this information is also included below.

Relationship to the area – General public

Data on respondent's relationship to the area was gathered from 109 people. Most commonly people either lived, worked or own property in the area. People can fall into multiple categories.



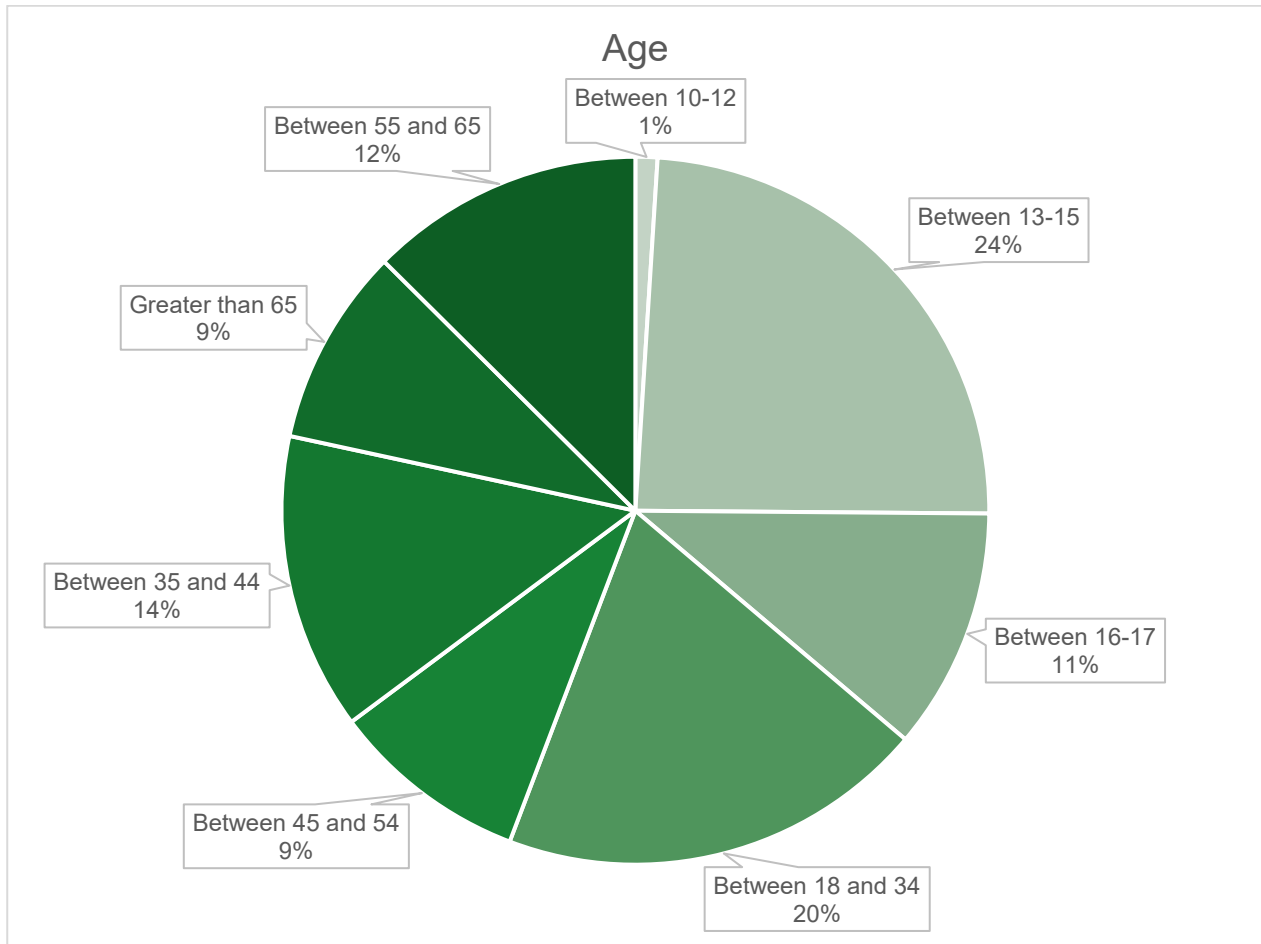
Submissions on behalf of organisations

Five submissions were made on behalf of organisations including The NSW Cancer Council, Bicycle NSW, Sydney YIMBY, Pyrmont Action Inc, and the International Student Ambassadors program (City of Sydney).

Age range – general public and young people

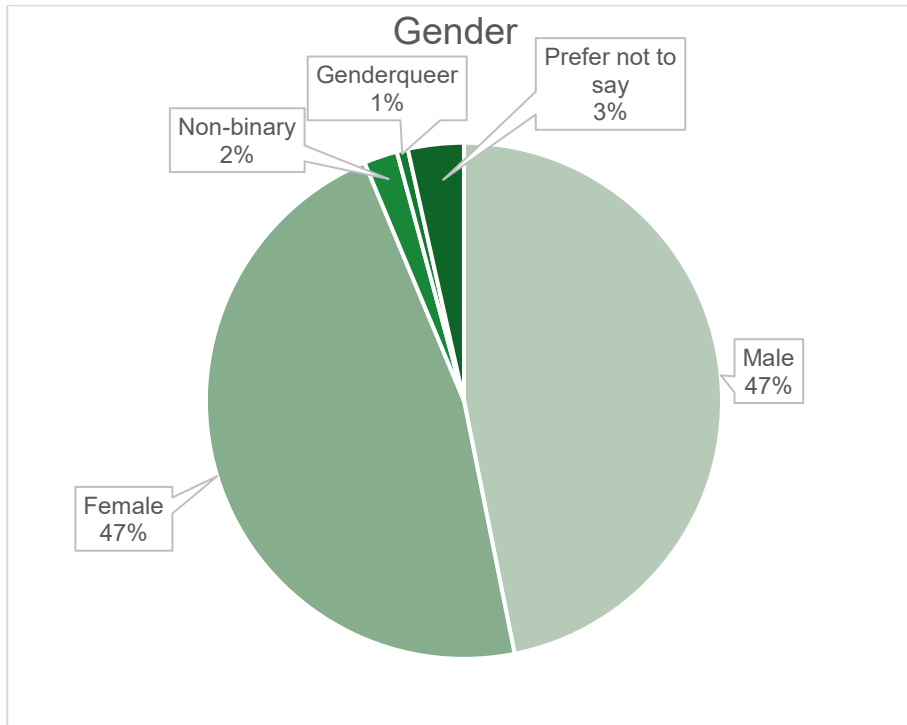
Data on respondent age was collected from 199 people who participated in the consultation. Ages ranged from 10 years to over 65 years.

The largest groupings were 13-15 year olds and 18-34 year olds.



Gender – general public and young people

Information on gender was gathered from 143 respondents. The same number of male and female people participated. Three people identified as non-binary and 1 as genderqueer.



Schools or institutions young people are connected to:

97 young people participated in the consultation between the ages of 10 and 24 years. They were associated with a wide range of schools or institutions and two City of Sydney programs as detailed below.

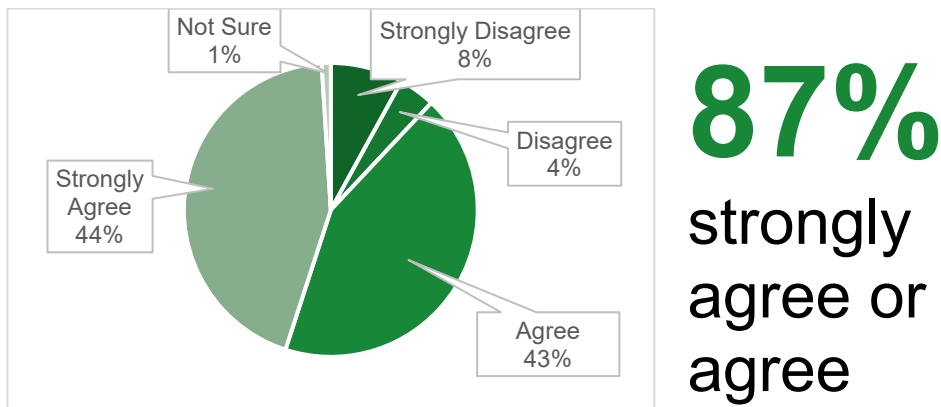
City of Sydney Programs: Changemakers Launchpad and Emerging Civic leaders program.

International Grammar School	Normanhurst Boys High School
St Andrews Cathedral School	Torrens University
Sydney Girls High School	TAFE, NSW
Cranbrook School	Macquarie University
Sydney Secondary College, Blackwattle Bay	University of Technology, Sydney
Inner Sydney High School	University of New South Wales

Key survey findings

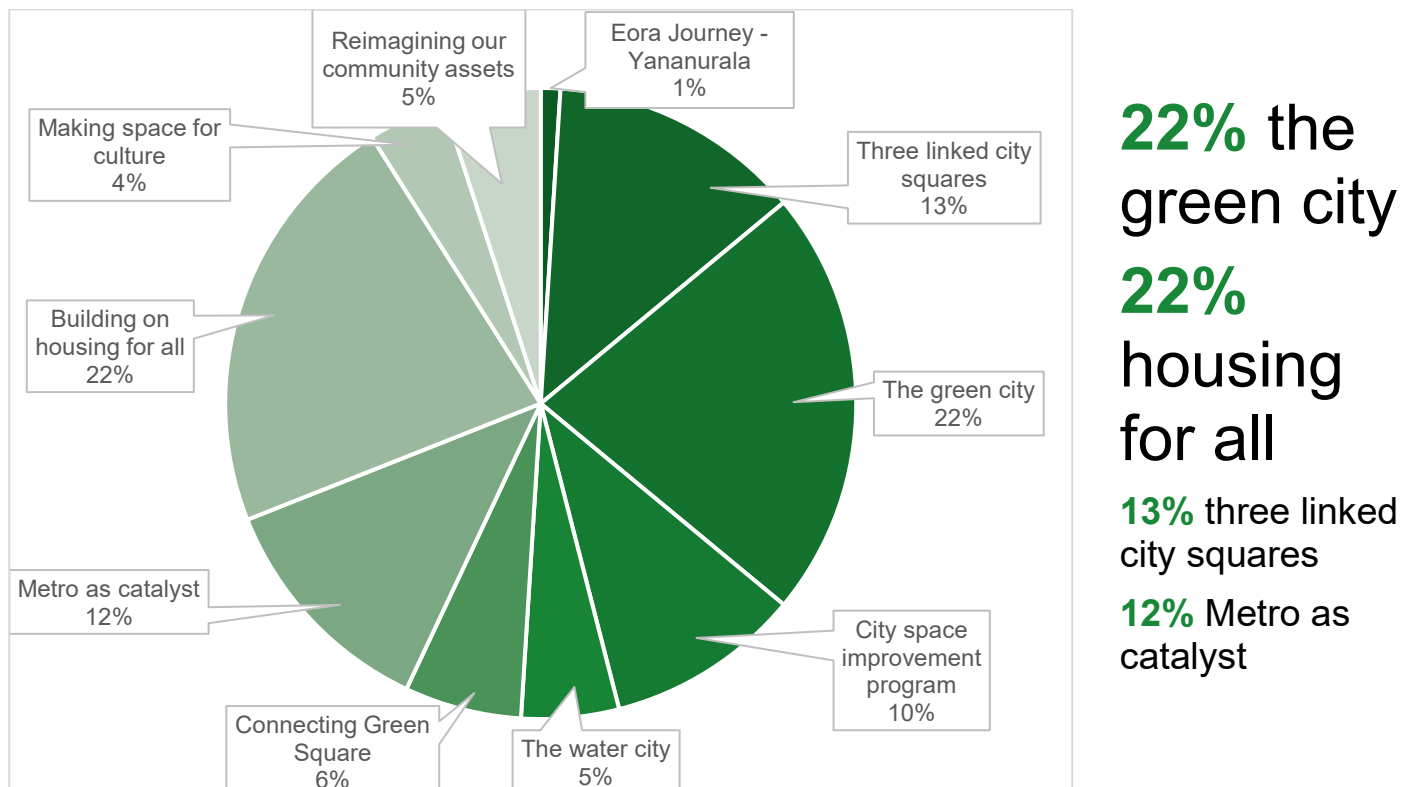
Ten strategic directions

Survey results indicate overall support for the community strategic plan. Of the 189 survey participants 87% agreed or strongly agreed with the plan's 10 strategic directions. There were over 95 comments on the strategic directions. A full list of these is available in the next chapter.



Ten transformative project ideas

Survey participants were asked which one of the ten transformative project ideas they felt was most transformative or important to achieve. 182 people answered this question. The most selected options were 'The Green City' (22%), 'Housing for All' (22%), 'Three Linked City Squares' (13%) and 'Metro as Catalyst' (12%).



Ten transformative ideas – summary of comments

After selecting the one transformative idea they felt was most transformative, respondents were given the option to provide further feedback. There were 89 comments on the project ideas.

Over half expressed strong support for one or more of the ideas. Respondents felt these were future-focused, innovative and interesting, fantastic and transformative.

“They're all interlinked and strong directions.”

‘Building on housing for all’ (20 comments) and **‘Metro as catalyst’** (18 comments) attracted the most comments.

There was strong support for **‘Building on housing for all’**, with the need to support essential services workers and provide for people experiencing homelessness. While urbanisation brings economic benefits, there are also challenges like pollution and overcrowding. New housing should be of high quality and pleasant to live in, with access to local services. There was concern that progress on housing is too slow and Council could do more to allow for different types of development in inner city suburbs, including identifying potential rezoning for housing uplift.

‘Metro as catalyst’ also received strong support as a way of meeting residential growth through expansion of stations to improve connectivity and create vibrant precincts around the stations.

“The City of Sydney should really leverage future metro station to create more vibrant precincts, as encouraging public transport use to city will bring positive impacts to the city and also businesses, making public transport a more convenient and enjoyable mode of transport to city.”

‘The green city’ received 10 comments. There was strong support for greening, increased verge planting and tree canopy to combat heat, dust and pollution. Planting native plants was seen as a priority, as was the Royal Botanical Gardens and the Domain. **‘The green city’** was seen as having potential to improve air quality, reduce heat, promote eco-friendly living that integrates nature and sustainability, ensuring growth without harming the environment.

The **‘City space improvement program’** received 9 comments. Suggestions included more seating and playgrounds and more open space for sport and recreation in the city centre. It was felt the project has potential to unify the city with a common style but the potential disruption to local business, transport, traffic and schools of improvement works should be considered. There was support for improved pedestrian and wheelchair access with better designed and maintained footpaths free of obstacles, like rental e-bikes. Accessibility was identified as an issue across the City and should be a planning and funding priority.

“The projects are all noble pursuits but they must be matched with accessibility for all to get to them and use them. There are still far too many parts of the council area that are inaccessible because of broken or badly designed footpaths. Even many tram stops are not usable for people requiring wheelchairs. Current day inaccessibility needs to be addressed and improved before we should consider spending money to opening up new projects that cannot be accessed. Being

within a 10-minute walk to everything should include being within a 10 or 15-minute push on paths that wheelchairs can use.”

The **‘Three linked city squares’** attracted 8 comments with people desiring public places where they could connect with others. Concerns included they could become shadowed, dark and unsafe areas, encouraging anti-social behaviour. There was concern that these projects could result in the removal of shops people rely on and should be relocated nearby. Potential negative impact on the environment should be considered (such as lack of biodiversity). It was suggested that funds might be better spent on other projects and that it might be preferable to locate a square in an area that is currently not heavily frequented to create a new attraction.

‘Making space for culture’ also attracted 8 comments with support expressed for Aboriginal and Torres Strait Islander culture in the city.

“I think, especially for younger members of the community, initiatives surrounding sustainability, creativity, and the preservation of Indigenous culture are most important.”

It was suggested that it was important in the age of AI cost cutting to create spaces for culture to support people to continue storytelling and artistic expression. Community cultural activities were seen as important unifying practices that support diversity and resilience.

“Making space for culture feels like the linchpin. Culture holds everything together. It shapes how we relate to place, to each other, and to change. If we want to shift behaviour, deepen equity, and rethink public space, we have to back culture in all its forms; formal, informal, experimental, grassroots, weird. This project could unlock a different kind of city. One where regeneration isn’t just about infrastructure but about meaning, connection and imagination. And where cultural space isn’t an afterthought but foundational to how we live well together.”

‘The water city’ attracted 7 comments. People supported its potential for creating new recreation options and places to explore particularly in hot weather, and potential for new fishing spots. Questions were raised about how access would be impacted at times when the harbour is polluted, and that this idea should also address how harbour coastlines need to be rewilded to limit erosion.

There were 10 comments that did not support the project ideas. Two people felt some of the ideas were similar to each other. Two people suggested ideas about City beautification were cosmetic for the benefit of tourism. Two people did not support the ‘Eora Journey’, with a further two not supportive of spending on public art. One person felt the projects were too focused on the city centre rather than on areas around the city that support more diverse city life. It was also suggested it was important that the noise and disruption of projects should be considered before implementing them.

Ten targets to measure progress

There were 58 comments on the targets. Most comments were about 'Affordable housing' (17), 'Public transport, walking, cycling' (10), 'Green cover' (8) and 'Community cohesion' (8).

Six comments expressed general support for the targets, for example, all targets are achievable / ambitious goals we should meet.

Target	Summary of Comments
By 2035 we will achieve net zero emissions	2 comments Zero emissions target is unnecessary.
By 2050 there will be a minimum overall green cover of 40%	8 comments Support for the target. Tree canopy cover target needs to be increased to 40% and the delivery date brought forward to 2035/2040 (include diversity targets). Need measurable progress indicators to track how we are progressing on biodiversity corridors to connect our green spaces (eg: Accounting for Nature® Framework). Reduce grassed areas and replace with native meadows and trees. Street tree planting can be disruptive for residents. Unclear how this will be measured.
By 2030 residential potable water use will be reduced to 204 litres a person a day	4 comments Questioning the need for limiting water and that these reduction targets don't allow for changes in people's living circumstances. Suggest reworking the wording to be clear it's not about taking away access to water. Concern this is unachievable.
By 2030 there will be a 15% reduction in waste generated by each person	1 comment Concern this is unachievable.
By 2036 there will be approximately 700,000 jobs and an increased proportion of all jobs will be secure jobs	1 comment The use of "secure jobs" is an idealistic term that is increasingly becoming redundant. Many people are finding themselves with more than one job that are often short term. Concern the goal is unachievable in the current transitions with employment. It would be good to see the goal of achieving more "secure" jobs for people with disabilities.

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Target	Summary of Comments
By 2036 there will be at least 156,000 private dwellings. 7.5% will be social housing and 7.5% will be affordable rental and diverse housing	17 comments 10 comments in support of more housing with 5 comments also calling for more ambitious targets of 10% or more. More detail is required - the private dwellings targets will not protect the studio/1 BDR/small space needs unless it is specified. Prioritising housing for local workers is important. More housing support for retirees is required. Concern high-rise housing/high density living increases feelings of isolation. Stronger commitment to providing higher rates of social and affordable housing in development applications the City can influence (e.g. Design Excellence Competitions). 'Maintained into the future' is a potentially weak definition for maintaining social/affordable stock. 'In perpetuity' is stronger. There should be goals to make all buildings wheelchair accessible which means ensuring there are step-free entrances & exits, and elevators. New dwellings need to be properly built and spacious in size with decent natural light. Concern social housing/affordable rental and diverse housing' targets will impede development. Should be a plan to uplift the outskirts of the CBD. Question if more student accommodation is needed. Concern building density is already at capacity in Sydney.
By 2036 there will be at least 40,000m2 of new cultural production floor space	1 comment It would be good to see this target include the term "accessible" to ensure people with disabilities have the same access to them.
By 2050 people will use public transport, walk or cycle to travel to and from work	10 comments Support cycling but pedestrians need to be protected on pavements (for example from fast e-bikes). More bike lane / route connectivity is required. Could be achieved far sooner than 2050 with proper investment in infrastructure (particularly bike lanes, pedestrianised corridors, modal filters, etc.) Target should include local journeys (not just work related) Bike lanes / cyclists disrupt public transport (bus) options.

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Target	Summary of Comments
	A lot of people need cars for work. Make more parking areas for residents and enforce parking restrictions. The target should also include people using wheelchairs - provide accessible pathways or transport not just along key routes, but streets that lead to main roads and transport stops. There needs to be more improvement with pedestrian flow and traffic.
By 2030 every resident will be around a 10-minute walk to what they need for daily life	5 comments 10-minutes walking distance is a very subjective measure. Concern this will lead to dense overdevelopment. Could be more ambitious - "to what they need for daily life that supports their mental and physical wellbeing." This target should also include the ability of people with disabilities to access what they need for daily life. More cycle lanes being separated from cars will make more people feel safe and encourage them to get on their bikes.
By 2050 community cohesion and social interaction will have increased.	8 comments Support a larger focus on community cohesion. It underpins everything else. Loneliness is an issue – there should be more design thought given to facilitate social interaction/gathering. This depends on the values of local resident population. Communities need to be resourced to build the trust, relationships and governance capacity to support this. This target is ambitious considering the CBD's transient population. Questioning the evidence-base used in this target. Concern that council's focus on priority communities undermines community cohesion.

Other target priorities

Several other areas were mentioned as benefiting from measurable targets, including:

- Harbour pollution
- Creating a vibrant and exciting 24/7 city
- Noise and nuisance management to preserve and improve the liveability for its resident

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- More hard State Environmental Planning Policies, Local Planning and Zoning and Development Control Plans.
- Council responsible governance and stewardship measure - financial and asset management performance
- A health measure that can show the improvements in cardiovascular health / reduction in chronic disease (related to active transport usage)

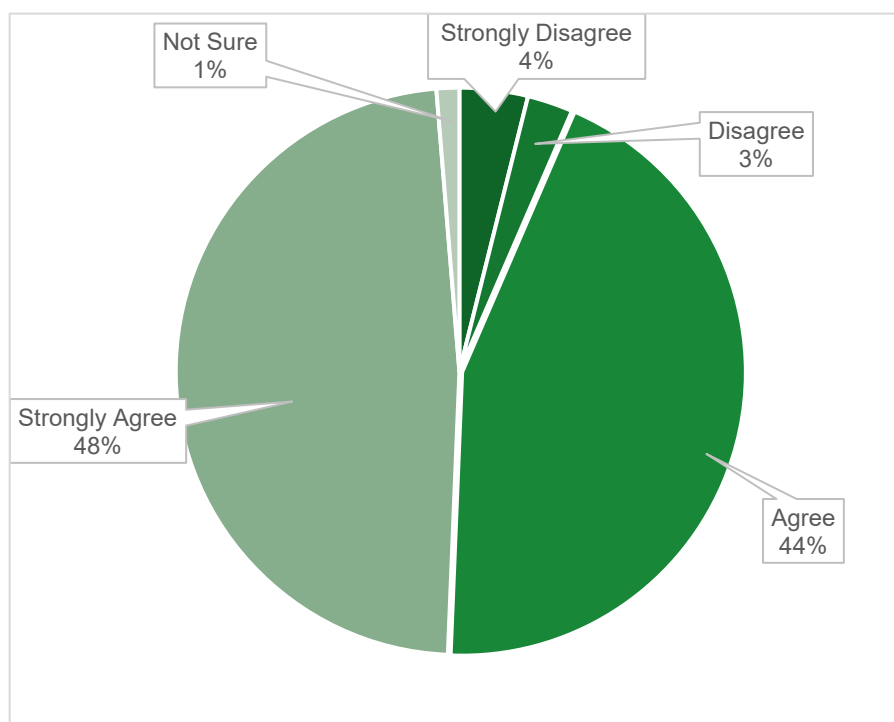
Young people

10 Strategic Directions

We spoke with 97 young people between 12-24 years old during the consultation. We delivered four in-school workshops and two workshops with members of the City of Sydney civic youth programs. Although their views have been included throughout the report, this section highlights the feedback we received from young people - including their overwhelming support for the 10 Strategic directions, and their interests and concerns.

“I think that the 10 strategic directions are very important and well balanced. They are vital for our community to continue thriving throughout the next 20-25 years.”

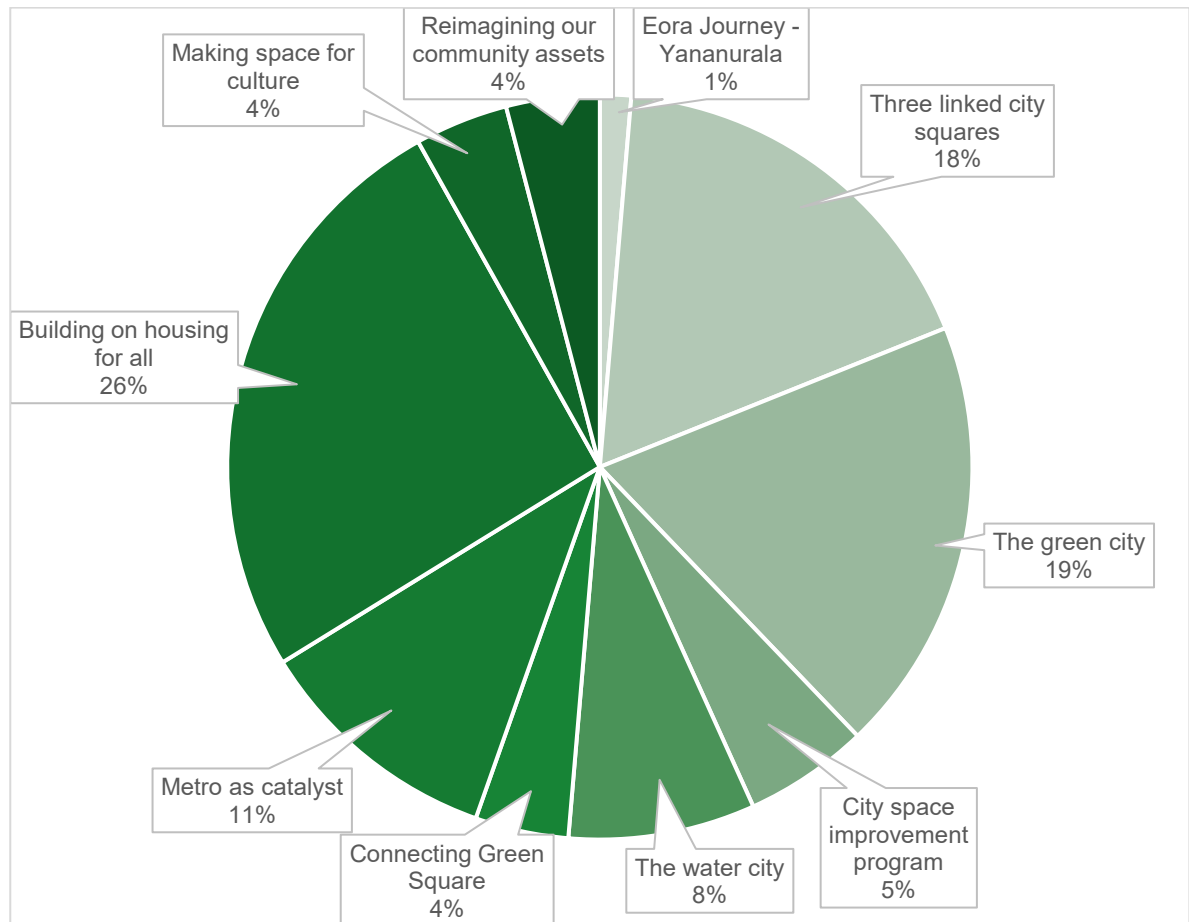
“They seem to account for main issues that young people are concerned about.”



92%
strongly
agree or
agree

Young people consulted agreed or strongly agreed with the 10 Strategic directions at a higher rate than the overall consultation sample: 92% of young people agree/strongly agree with the directions, compared with 87% of total participants.

10 Transformative Ideas



Young people felt the most important transformative ideas to achieve were 'Building on housing for all', 'The green city', 'Three linked city squares' and 'Metro as catalyst'. This was in line with the whole consultation cohort who also rated these as the top four ideas.

'Building on housing for all' was the highest priority for young people, rating it clearly higher than other options. Young people also showed more interest in 'The water city', connecting with its potential to unlock new areas of exploration and recreation.

Environmental protection was particularly important, with young people rating 'The green city' as the second most important transformative idea. This was echoed by the feedback we received on the 10 targets – here young people surveyed were asked to rate the targets in order of importance. 'Reaching net zero emissions by 2035' was the highest rated target, with 40% of the young people surveyed putting this as their number one choice.

This was closely followed by the target to increasing dwellings in the city, the target to increase community cohesion and the target focused on increasing jobs and secure jobs.

How the City of Sydney connects with young people, schools and universities

The important role of schools and universities in the City of Sydney area was noted by students and teachers during the consultation. Students and teachers expressed interest in connecting more with the City of Sydney in a coordinated way and asked how the community strategic plan could support the building of stronger networks between the many local educational facilities and the council.

General comments

All survey respondents were provided space to give any other feedback on the community strategic plan and 65 comments were received. 14 comments positively endorsed elements of the plan, and 3 comments were broadly negative.

“You're all doing such a good job at bettering our community for the future!”

Other comments related to strategic directions, transformative ideas and targets and are reflected in those sections of the report.

Additional areas of feedback included:

Importance of following through with ideas

It was noted that plans are good but that there needs to be follow through to achieve improvements:

“I'd value taking time on these projects and making sure they are all done as well as possible as all of these images look absolutely amazing and would make the city even more fantastic, but would only see major improvements if they are fully met.”

Regular updates

Interest in regular updates about the progress of these initiatives – perhaps on a yearly basis.

Interest in a short form version of the community strategic plan that highlights the key strategies and outcomes and using AI to convert the plan into a podcast to increase accessibility and reach more residents.

Importance of young people

The importance of supporting young people and tailoring plans to them was noted: *“Young people are important to the diversity, energy and creativity of cities. We must do more to help them. The projects in the plan are all supportable - but more should contribute strongly to a better quality of life and better opportunities for younger people.”*

Operational issues

Local traffic concerns, including Bay Street in Glebe and Oxford Street in Darlinghurst.

These comments have been referred to appropriate City of Sydney staff for their information and consideration.

Subjects/issues raised

Responses to the 10 directions

Several subjects/topics were raised in the feedback received. These were presented as concerns, suggestions and/or requests and are summarised below.

Overarching	Total times raised	City of Sydney Response
Positive general comments, for example, exciting, encouraging, well thought out and beneficial, relevant and important, really progressive and instils trust.	18	Noted.
Concern that many of the goals are outside Council's control, such as 'Housing for all', and public transport.	2	Noted.
Do the order of the strategies correlate to their level of importance?	2	The strategic directions are not listed in order of importance. All 10 strategic directions are equally important.
There needs to be a regenerative and holistic systems thinking approach somewhere in the strategic directions, or a lens over every solution so that we end up with stronger, more resilient, more vibrant city; ensuring individual problems are not solved with a solution that causes multiple other problems.	1	Noted. Please refer to strategic direction 7: Resilient and diverse communities, for strategic objectives focused on achieving a stronger, more resilient and vibrant city.
Clarification sought why Aboriginal and Torres Strait Islander peoples are mentioned throughout the plan, when everyone has the right to everything in the plan.	1	The community strategic plan was developed with the community, it outlines the community's vision and priorities for Sydney to 2050 – it is a plan for everyone. This includes a city where everyone feels welcome and can afford to live here, and can participate, prosper and reach their full potential. A city that is fair and just. The aspirations and targets in this community strategic plan also align with the National Agreement on Closing the Gap.
Many of these points, while mostly valid, do not consider small to medium business and their owners who have to self-finance their businesses. Council has not considered the reduction of business in the directions.	1	Refer to strategic objective 7.4 under strategic direction 7, and 9.5 under strategic direction 9. The City of Sydney's Economic Development Strategy 2025-2035 describes how we are creating strong local neighbourhoods. You can read the strategy here:

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		https://www.cityofsydney.nsw.gov.au/strategies-action-plans/economic-development-strategy
The timeframes are probably realistic but seem a long way off.	1	The community strategic plan is our long-term plan on how we will realise the communities' vision for Sydney to 2050. It is updated every 4 years to ensure it continues to reflect community needs and aspirations as well as address emerging trends.
Some directions seem vague and buzzwordy.	1	Noted.
Concern that a lot of these initiatives sound great for the Council but aren't the views of the larger community.	1	The community strategic plan was developed from significant community consultation spanning over 18 months. The updated plan has been informed by community feedback received over the last two years. You can read about how we engaged the community and what we heard at https://www.cityofsydney.nsw.gov.au/research-reports/community-insights-report-2024
Support for parking should be included in the directions. It is a major issue.	1	The City undertakes ongoing reviews of on street and off-street parking policies and regulations to assist with accessibility. Outlined under Direction 5, the City is committed to promoting more sustainable modes of transport, including walking, cycling, and public transport.
What happens if some of the strategic directions clash?	1	The community strategic plan was developed to reflect community aspirations, research and global trends impacting our local communities. The 10 strategic directions aim to work together.
I do agree with the strategic plan and its wide range of visions, yet I do feel that there is nothing specific to the younger generation, student housing, education, university, HECS debt etc.	1	We consulted young people – the Communities of the future – to develop this plan. Specific reference to young people can be found in strategic objective 6.2, 6.4, and 6.6 under strategic direction 6, and strategic objective 10.4, under strategic direction 10, for reference to student housing.
New Strategic Direction suggestions		
Electrification should be a strategy. The full electrification of all new development, with implementation to take immediate effect.	1	A discussion paper on electrification of new developments has just concluded its <u>exhibition</u> . Submissions will now be evaluated and changes made to the LSPS and DCP as required. There are no current plans to develop a strategy on electrification, but work is underway for inclusions of electrification requirements in planning requirements for new developments.

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Our society as a whole depends heavily on education, so addressing the needs of the Department of Education and Training as well as a move to inclusive education is key to sustainable economy and affordability.	1	This is referred to in strategic objective 4.3, under direction 4 – specifically on the importance of quality designed and located education infrastructure and the need to collaborate with the NSW Government on the future provision of education facilities within the local area. This is also referred to in strategic objective 6.6, under direction 6 – specifically that there is equitable access to education and learning opportunities throughout all stages of life.
A digitally connected and future-ready city harnessing emerging technologies to enhance urban life, ensure digital equity, and support resilient, data-informed decision-making. This includes smart infrastructure, ethical AI use, robust cybersecurity, and accessible digital services that empower all residents to participate in a connected future.	1	This is referred to in strategic objective 4.2, under strategic direction 4, and in strategic objective 9.1, under strategic direction 9.
Direction 1: Good governance and stewardship	Total times raised	City of Sydney Response
Responsible governance shouldn't just be about rules and reporting. Let's build trust-based models that genuinely involve communities, not just in feedback loops but in decision-making. Digital tools can help, but only if they're built with care and equity in mind.	1	Our community engagement strategy and community participation plan outline the legislative requirements, guiding principles, approaches and processes we use to ensure our engagement is clear, accountable, meaningful, inclusive and accessible. It describes the role communities play in our decision-making processes. You can read about it here: https://www.cityofsydney.nsw.gov.au/strategies-action-plans/community-engagement-strategy-community-participation-plan
City should embed new forms of participation. I.e. through citizens' assemblies, cultural co-ownership models, shared data trusts.	1	Our community engagement strategy describes our approach to engaging the community and how communities can participate in council decision making. You can read about it here: https://www.cityofsydney.nsw.gov.au/strategies-action-plans/community-engagement-strategy-community-participation-plan
More acknowledgement of First Nations leadership, not only in design and symbolism, but in governance and long-term stewardship.	1	Noted. This is referenced throughout the community strategic plan including strategic objectives 1.2 and 1.5 under strategic direction 1.

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It would be good to insert "responsive" to indicate the council's willingness to listen and act on ratepayer feedback.	1	This is referred to in strategic objective .2, under direction 1 – specifically “Our systems, resources and capability are responsive to changing service needs”. In addition, being a responsive government is referenced throughout the document, for example, how the City will respond to the climate emergency.
Are there any mechanisms to hold the council to following and achieving the strategic directions?	1	The State of our City report focuses on how effective the City has been in delivering its objectives over the term of the previous council. It reports against the strategies and priorities of our community strategic plan. The State of our City report 2024 is available at: https://www.cityofsydney.nsw.gov.au/research-reports/annual-report
How will Good governance and stewardship be measured?	1	The State of our City report focuses on how effective the City has been in delivering its objectives over the term of the previous council. It reports against the strategies and priorities of our community strategic plan. The State of our City report 2024 is available at: https://www.cityofsydney.nsw.gov.au/research-reports/annual-report
Direction 2: A leading environmental performer	Total times raised	City of Sydney Response
Support for greening and tree canopy cover.	3	Noted.
Less high emission equipment, trucks and buses used by Council.	2	The Environmental Strategy 2025-2030 has a revised target to further electrify our fleet of light commercial and passenger vehicles to be 100% electric by 2030. There are heavier vehicles we cannot electrify as there aren't available substitutes on the market. We have a target to reduce overall emissions of the fleet by 20% by 2030.
Need to prepare for climate change, a wetter & hotter Sydney.	2	Noted. Please refer to strategic direction 2: A leading environmental performer, and strategic direction 7: Resilient and diverse communities, for strategic objectives focused on preparing for climate change and achieving a stronger, more resilient and vibrant city.
Need to upweight the regenerative nature of the water objective 2.3 Ref: https://onimpact.com.au/blue-green-australia-re-visioning-rushcutters-and-rewilding-iron-cove/	1	The Environmental Strategy 2025-2030 contains a target to improve water health. This target has been increased since the previous strategy. Priority 10 of the Environmental Strategy 2025-2030 highlights the commitment to the

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		regeneration of land and waterways through restorative practices and managing environmental risk.
Disagree with putting targets on potable water use. Circumstances change and it is unwise to attach such a definite target. Perhaps the wording should be "To strive to attain" or "in line with current day objectives."	1	Noted.
Support for urban biodiversity.	1	Noted.
Need wider sidewalks with more space for trees to get mature.	1	The City's Urban Forest Strategy (within Direction 4 – A Resilient Forest) includes detailed discussion, analysis and targets related to urban forest diversity and resilience in our local area.
Environmental performance is very important.	1	Noted.
There should be environmentally friendly lighting to improve safety at night time, such as lights designed to reduce light pollution as they aim down and have covers preventing light from travelling up.	1	This is already a practice within the City of Sydney operations. The City owned street lights are low energy use LEDs. Our Sydney Lights: Public domain design code and A5 Street Lighting Designs technical specifications outlines that lighting schemes must be designed and installed such as to avoid any unwanted light spill and light pollution.
Embodied carbon regulations could affect the ease of producing public transport systems, how will this affect Direction 5: e.g. BRT (Bus Rapid Transit)?	1	Outlined within the revised Environmental Strategy 2025-2035 and under Direction 2, outcome 2.1 of the community strategic plan, the city outlines its commitment to reach net zero emissions by 2035 with embodied carbon significantly reduced. Public transport construction such as the Metro are already making changes to reduce embodied carbon.
Direction 3: Public places for all	Total times raised	City of Sydney Response
Rubbish and cleanliness		
Concern about amount of rubbish and cigarette butts/vaping rubbish on streets – more rubbish and recycling bins required.	7	As per the request in her November 2024 Lord Mayor Minute, Council has approved additional fleet which will result in an increase in cleansing service delivery that will provide more street cleansing across our local area. City staff will also be investigating the types of waste in our street litter bins and how much of it could be recycled, if separated.

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Support for a clean and well cared for city – liveable neighbourhoods.	2	Noted.
More serious fines within the city for illegal disposal of rubbish required.	1	Illegal dumping or disposing of waste incorrectly is regulated under the Protection of the Environment Operations Act. Fine amounts are set by State Government.
Concern about rubbish dumped by apartment residents every time they move in and out with no regard for the environment.	1	In addition to our existing resident education programs regarding the availability of our booking and collection services, future programs will include providing estate agents and building managers with resources and advice regarding our available services that can be delivered directly to buildings and tenants.
Safety		
Safety is a large factor that should be thought about when improving the City of Sydney, particularly for women at night.	5	Noted. Refer to strategic objective 7.5: People feel safe in the city, under strategic direction 7.
Support for safer and cleaner CBD.	1	Noted.
Infrastructure		
Focus on maintaining and improving basic infrastructure like roads and parks. Including covered walkways & covered outdoor furniture. Particularly George Street: Uneven roads and footpaths, no trees, bad lighting, few seats and few bins.	3	This is referred to in strategic objective 3.2, under strategic direction 3: Public places for all – specifically ensuring that City streets and public spaces are upgraded and maintained to ensure they are welcoming, inclusive and connected.
Accessibility is important for all (aged / wheelchair users).	2	Agree. The importance of accessibility is referenced in the plan, including strategic objective 3.2 Welcoming, inclusive and connected streets and public spaces are created, upgraded and maintained (under strategic direction 3) and strategic objective 6.2 Everyone feels welcome and included in the city (under strategic direction 6). In addition, the City's new disability (inclusion) action plan 2025-2029 is tabled for June 2025 Council meeting. This action plan outlines the City's commitment to access and inclusion for everyone.
Support for more dog parks, off-leash dog park near enclosed playgrounds	2	Noted.
Concern about number of protesters in public places.	2	Noted.

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Public places and transport need to be about culture as much as infrastructure. Streets should feel alive. That means supporting things like car-free Sundays, not just installing more bike lanes. Make room for joy and connection.	1	Noted. Refer to strategic objective 8.5, under strategic direction 8: A thriving cultural life.
Disappointment with infrastructure and poor condition of roads. Particularly George Street: Uneven roads and footpaths, no trees, bad lighting, few seats and few bins.	1	This is referred to in strategic objective 3.2, under strategic direction 3: Public places for all – specifically ensuring that City streets and public spaces are upgraded and maintained to ensure they are welcoming, inclusive and connected.
Improve appearance of Circular Quay and Customs House.	1	Transformative project idea 2, outlines the City's commitment to the "Three linked city squares" of Circular Quay, Town Hall and Central. In addition, this is referred to in strategic objective 3.2, under strategic direction 3: Public places for all – specifically ensuring that City streets and public spaces are upgraded and maintained to ensure they are welcoming, inclusive and connected.
More free outdoor, undercover spaces or cooled indoor spaces for people to connect without having to buy something	1	Strategic direction 6 focuses on creating an equitable and inclusive city. Refer to the strategic objectives under this direction.
Green Square needs work to be liveable - public transport, shops, parks.	1	Noted. Green Square is referenced in strategic objective 4.2, under strategic direction 4.
Concern about noise pollution and disruptive behaviours, such as public intoxication and loud disturbances, resulting from extended business operating hours and the move toward a 24/7 city model.	1	Noted.
Concern about lack of quality shade in public spaces. Ensure the value of shade for UV radiation protection and other co-benefits are fully recognised. Quality shade is an asset that is critical to ensuring community health, comfort and well-being. There should be a commitment to plan and budget properly in advance for built and natural shade in public spaces including playgrounds, parks, recreation and sporting facilities, active travel networks and town centres.	1	Noted. Refer to strategic objective 4.5 under strategic direction 4.
Suggest new speciality areas created to distribute where people are going. For example, right now most shopping is	1	This is referred to in strategic objective 9.5 under strategic direction 9. Also, the City of Sydney's Economic Development Strategy

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congested in Town Hall. What if more youth fashion was located in Central? Building out cultural pockets to distribute where people go.		2025-2035 describes how we are creating strong local neighbourhoods. You can read the strategy here: https://www.cityofsydney.nsw.gov.au/strategies-action-plans/economic-development-strategy
How can council encourage a diversity of shopping options? Support for diverse small business.	1	The City supports small businesses including retail and hospitality through a variety of capacity building programs, including the Reboot Webinar Series. The City actively supports industry associations and business chambers to deliver projects that support diverse small business owners, such as the Social Enterprise Council of NSW & ACT, supporting operations for social enterprises and the Australian Fashion Council, who support a range of fashion businesses.
All neighbourhoods in the LGA should be equitability maintained.	1	Noted
Public places are essential for a thriving community, especially parks and town squares.	1	Noted. Refer to strategic direction 3: Public places for all.
Direction 4: Design excellence and sustainable development	Total times raised	City of Sydney Response
Balance the infrastructure and the population – concerns about overdevelopment – eg: Potts Point, Zetland, Green Square.	4	The City continues to review and provide community infrastructure needed to support current and future populations. The allocation of developer infrastructure levies form part of this planning for future needs.
Support the preservation and restoration of old buildings.	2	Noted. Strategic objective 4.1, under strategic direction 4, refers to the character of distinctive neighbourhoods and heritage and iconic places valued by communities is respected and celebrated.
City needs to work more closely with apartment buildings, State government and its own heritage department to enable code/compliance that owners can afford - there are currently many owners who are struggling with increasing strata fees because older buildings need bringing up to code, DBPA, heritage listing etc - this needs to be an objective in its own right.	1	The City has a role in ensuring buildings are safe for occupants. The maintenance of buildings is the responsibility of owners.
If Housing for All is prioritised this direction is unnecessary – it will naturally occur when move housing is approved and with more freedom to design it.	1	Noted. The City has identified that affordability is not delivered by an increase in supply alone. Means tested affordable housing run by community housing providers is needed to

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		ensure diverse housing for the community regardless of how the market is supplying housing.
Accessibility is important for all (aged / wheelchair users).	1	Agree. The importance of accessibility is referenced in the plan, including strategic objective 3.2 Welcoming, inclusive and connected streets and public spaces are created, upgraded and maintained (under strategic direction 3) and strategic objective 6.2 Everyone feels welcome and included in the city (under strategic direction 6). In addition, the City's new disability (inclusion) action plan 2025-2029 is tabled for June 2025 Council meeting. This action plan outlines the City's commitment to access and inclusion for everyone.
Concern council infrastructure projects have a tendency of going over time and that will mean over budget and the projects never looked finished.	1	Noted.
Do not support Sydney's redevelopments.	1	Noted.
Plan for council-owned buildings on Oxford Street needed.	1	The City of Sydney has granted a 99-year lease for properties at 58–76, 82–106, and 110–122 Oxford Street to Ashe Morgan. As part of the lease, the developer is required to provide 1600m ² of creative space in the three buildings. Under planning regulations, building height can be increased if additional creative and cultural space is provided.
Concern that DA approvals process even for simple things is expensive and onerous.	1	Development Application fees are set by government regulation. Council does not charge an application fee for outdoor dining applications. Streamlined planning pathways (exempt and complying development) are set by NSW Government planning rules. In addition, the city assists applicants providing advice regarding planning matters and application processes
Council should adopt a more balanced approach to urban planning—one that prioritizes the wellbeing of residents while fostering sustainable development: eg: thoughtful design guidelines to minimize the overshadowing of existing structures.	1	Noted. This is referenced in the plan under strategic objectives 4.1, 4.4 and 4.5, under strategic direction 6.

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Suggest power lines should be laid underground (Zetland / Dawes Point).	2	Ausgrid owns the overhead powerlines in our area. Ausgrid will underground powerlines on request, but on a user-pays basis, with the full cost of the undergrounding covered by the individual or organisation requesting it. A City-wide undergrounding project would however be prohibitively expensive, and the City focuses on undergrounding powerlines where we can incorporate the work into planned projects, such as main street upgrades, major redevelopments and urban renewal areas. We have achieved this in King Street in Newtown, Macdonald Street in Erskineville, George Street in central Sydney, and Crown Street between Devonshire and Cleveland Streets in Surry Hills. We will continue undergrounding powerlines on Crown Street as part of our upgrade of the section between Oxford and Devonshire Streets.
Information requested on how mixed-used housing and zoning could work. How open, alfresco, community, outdoor spaces can be designed (and weather-protected).	1	Much of the local area is zoned for a mix of uses and allows housing and business. NSW and council planning controls provide guidance on good design for housing. Alfresco outdoor dining typically takes place on footpaths with the shelter of awnings, while umbrellas may be permitted in other circumstances.
Consideration should be given to different building styles to aesthetically work together.	1	Noted. Refer to strategic objective 4.1 under strategic direction 4.
Is there a plan to add plants and sustainable elements to pre-existing buildings or just new infrastructure?	1	The City's planning controls encourage green roofs and require buildings to be energy and water efficient. Planning controls only apply when development is proposed.
Direction 5: A city for walking, cycling and public transport	Total times raised	City of Sydney Response
Support for cycling / cycle lanes.	5	Noted.
Sydney's public transport options could be improved – coverage, reliability, safety, cost.	4	Noted. Refer to strategic objective 5.2, under strategic direction 5. The NSW Government plans, implements and operates public transport services.
Support for less cars, more people and safer streets.	3	Noted. Refer to strategic objective 3.2, under strategic direction 5.
Do not support cycle lanes – eg: Oxford St cycle lanes are over time and budget	2	Noted. Speed limit on Oxford Street is 40km/h. The Oxford Street west cycleway is due to be completed by July 2025. The changes to lane configuration associated with the Oxford Street

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and the traffic has not gone, it has just slowed down.		cycleway have been in place since construction commenced and TfNSW informs the City that the street is operating well.
Concern that bike paths create congestion.	2	Noted. There is no evidence that the City's cycleways have worsened congestion across the City of Sydney.
A city for walking, cycling and public transport, this should be the key priority of Sydney, as this can be the key to unlock further potentials in the city to be more vibrant.	1	The strategic directions are not listed in order of importance. All 10 strategic directions are equally important.
Public transport should consider having stops closer together to aid access for older people.	1	Noted. The NSW Government plans, implements and operates public transport services, and is responsible for balancing the community's desire for accessibility to multiple locations and the need to achieve attractive and reliable public transport travel times.
Pedestrians need more protection from cyclists that do not adhere to signage or light signals, especially the corner of Bourke St and Fitzroy.	1	Like other road users, people riding must adhere to the road rules and obey signage and signals. Enforcement of the road rules is the responsibility of the NSW Police.
Pathways are now incredibly dangerous due to the use of ebikes and other vehicles that travel as fast as cars and do not use cycleways. Streets are littered with share bikes so they cannot be safely used.	1	Like other road users, people riding must adhere to the road rules. Vehicles including e-bikes on public roads must comply with Australian standards. Most people are not legally allowed to ride on footpaths. In all situations power must cut out when an e-bike reaches 25 km/h. Enforcement of the road rules is the responsibility of the NSW Police. The City of Sydney currently has no control over share bike operations and has called for the NSW Government to regulate the sector since 2017.
Prioritise 10-min walking distance to what we need.	1	Noted.
Request for large scale transport like the Metro to Zetland instead of light rail.	1	The City strongly supports the Metro West extension to at least Zetland as soon as possible, however the NSW Government currently has no plans for this extension.
Accessibility is important for all (aged / wheelchair users).	1	Agree. The importance of accessibility is referenced in the plan, including strategic objective 3.2 Welcoming, inclusive and connected streets and public spaces are created, upgraded and maintained (under strategic direction 3) and strategic objective 6.2

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		Everyone feels welcome and included in the city (under strategic direction 6). In addition, the City's new disability (inclusion) action plan 2025-2029 is tabled for June 2025 Council meeting. This action plan outlines the City's commitment to access and inclusion for everyone.
Concern that cycling doesn't work for most people.	1	Noted.
City has an advocacy role to play with other levels of Government eg: accelerate use of electric buses, improve bike lane connectivity at intersections.	1	Agreed. Many of the City's actions are advocacy-related, including for electrification of bus fleets and expansion and improvement of the cycleway network.
Reconstruct the monorail as a free form of public transport.	1	Noted. The NSW Government is responsible for public transport and has no plans for monorails in our area.
Are there going to be any different sustainable transport options in Sydney?	1	The City of Sydney features facilities for walking and cycling, and is serviced by metro, rail, light rail, bus and ferries. The NSW Government is considering whether to allow e-scooters to operate on our streets. The City is supporting the Australian Government's investigations into future high-speed rail. The City's car share system supports reduction in car use by members and will transition to zero emissions vehicles by 2035.
Direction 6: An equitable and inclusive city	Total times raised	City of Sydney Response
Equity and inclusion means shifting who holds power. How are lived experiences shaping policies? How are we involving renters, young people, First Nations communities and people who often get left out?	1	Our community engagement strategy and community participation plan outline the legislative requirements, guiding principles, approaches and processes we use to ensure our engagement is clear, accountable, meaningful, inclusive and accessible. It describes the role communities play in our decision-making processes. The City of Sydney also has several advisory panels, including an Aboriginal and Torres Strait Islander advisory panel and Inclusion (disability) advisory panel, that provide high level independent advice and expertise on policies and operations across various subject areas.
An equitable and inclusive city should be a higher priority - it is a key challenge for the city.	1	The strategic directions are not listed in order of importance. All 10 strategic directions are equally important.

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Support for making the community for all residents.	1	Noted
Accessibility is important for all (aged / wheelchair users).	1	Agree. The importance of accessibility is referenced in the plan, including strategic objective 3.2 Welcoming, inclusive and connected streets and public spaces are created, upgraded and maintained (under strategic direction 3) and strategic objective 6.2 Everyone feels welcome and included in the city (under strategic direction 6). In addition, the City's new disability (inclusion) action plan 2025-2029 is tabled for June 2025 Council meeting. This action plan outlines the City's commitment to access and inclusion for everyone.
Suggest bigger emphasis on improving Indigenous living standards, as well as showcasing / implementing art and culture.	1	Noted. Improving outcomes for Aboriginal and Torres Strait Islander communities is referenced throughout the plan including strategic objective 1.2 under strategic direction 1, strategic direction 3.1 under strategic direction 3, strategic objective 4.1 under strategic direction 4, strategic objective 6.1 under strategic direction 6, strategic objectives 7.1, 7.3 & 7.6 under strategic direction 7, strategic objective 8.1 under strategic direction 8, strategic objective 9.3 under strategic direction, and strategic objective 10.5 under strategic direction 10.
Strategy Direction 6 and 7 should be placed higher. This is because the people in communities are vital and should be the central focus of change in the council area. Having supported and integrated communities will allow for greater change and improvement in the other areas.	1	Noted. All 10 strategic directions are equally important – they are not listed in order of importance.
Objection to reference of priority communities . We all live in Sydney, we all benefit or suffer the consequences.	1	The City values the contributions made by all people and believe that this diversity strengthens our city. This includes our work with diverse communities to build social cohesion and actively remove barriers to inclusive participation faced by different people. We recently reaffirmed our own commitment to diversity, equity and inclusion and to continue the work which embodies this commitment. We want to be a City for All, and to support this have identified communities who may experience heightened inequality and barriers that we need to consider in our engagement and social sustainability programs.

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There needs to be a focus on fostering community and connection in structured ways (eg. workshops) and unstructured ways.	1	The City will continue to promote meaningful social interactions that help us build a sense of connection in structured and unstructured ways. This includes how we design our city to support people to connect to each other through publicly accessible spaces that contribute to the social life of the city. We will also continue to engage the community on opportunities for volunteers as well as in the development of free and low-cost programs in our libraries, community centres and our local events.
Direction 7: Resilient and diverse communities	Total times raised	City of Sydney Response
There shouldn't be a focus on diversity as it isn't that important. It isn't a factor that improves day to day life.	1	The City of Sydney is home to a diverse community, where 52% were born overseas and 37.5% speak a language other than English at home. Our most recent community wellbeing Survey found that 89% of respondents appreciate cultural diversity. We value the contributions made by all people and believe that this diversity strengthens our city, enriching our city's social fabric and economic vitality. To support a city for all we are working with diverse communities to eliminate discrimination and actively remove barriers to inclusive participation.
Are there any supports for mental health in the strategy?	1	While mental health services are primarily the responsibility of the state and federal Governments, we recognise that we have an important role to play through supporting local organisations that promote mental health and provide support to people living with mental health issues through our partnerships and grants. We also advocate for improved healthcare services, and our community-based spaces and programs help people build social connections to create a sense of belonging and establish support networks.
Direction 8: A thriving cultural and creative life	Total times raised	City of Sydney Response
Suggest explicit reference to our night time economy and creating a vibrant 24/7	3	Noted. Refer to strategic objectives 9.4 & 9.5 under strategic direction 9.

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city. More emphasis on a thriving nightlife.		
There are no incentives for other commercial community facilities like cinemas, small play-houses, community galleries etc. Council has a principal role in creating an economic environment in developments for these facilities to be viable. It's specific incentives that make communities, not happenstance.	1	Noted. The City is committed to an increased supply of accessible creative space in the city. In 2022, the City updated the planning controls for Oxford Street to unlock more development potential, encourage investment in the area as a cultural and creative precinct and maintain the unique heritage fabric of the street. The Cultural Strategy 2025-2035 has committed to review these planning controls to determine if they're achieving intended outcomes, implement appropriate changes and investigate applying them to other precincts.
The City can support its goal for a lively night time economy by extending library hours. I place a lot of value on having a work space separate to my office and home environments but I can make limited use of it outside of business hours. Libraries are a classic example of a third space and have the ability to extend community life into the city's shared spaces.	1	City of Sydney Libraries are open till 6pm on weekdays and from 10-4pm on Saturday and Sunday. Transformative project idea 10 is Reimagining our community assets. Reimagining our community assets explores new ideas for how our communities can use existing ones. We want to work with our communities to understand how facilities, halls and open spaces can be transformed for future uses.
Concern that the nightlife of Sydney has been destroyed by lock outs and crackdowns.	1	Noted. Strategic objectives 9.4 & 9.5 under strategic direction 9 focus on supporting the city's vitality and nightlife.
Increased support for local arts and artists is required.	1	Noted. Refer to strategic objectives 8.3 and 8.5 under strategic direction 8.
Support a thriving cultural and creative life because it brings tourism, and it's a beautiful thing to see on a walk, such as mural walls or interesting scaffold buildings.	1	Noted.
Focusing on building a city's community and character is very important to building culture.	1	Noted.
The City of Sydney should have more entertainment or things to do for people of all ages to enjoy. I feel as the there isn't much to do in Sydney especially for teenagers.	1	Noted.
More facilities for young people and late opening hours.	1	As part of the Vibrancy Reforms, the NSW Government announced a new framework for special entertainment precincts. These precincts support live entertainment through extended trading hours and sound controls that provide

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		operational certainty for venues, neighbouring residents and businesses. Councils can establish special entertainment precincts in their local areas.
Continue to offer free activities such as Tai Chi that is currently at 180 George St.	1	Noted.
Direction 9: Transformed and innovative economy	Total times raised	City of Sydney Response
Technology, research and development and entrepreneurialism are buried in "A transformed and innovative economy" - these need to be called out as individual objectives under the strategic direction.	1	The Economic Development Strategy 2025-2035 is structured around 4 outcomes, one of which is innovative. Several actions speak directly to the drivers of innovation, including supporting technology adoption, building innovation ecosystem networks, and fostering a culture of entrepreneurship.
A transformed economy needs to move away from extractive thinking. Let's centre circular systems, commoning, and regenerative approaches that prioritise long-term care over short-term wins.	1	The Economic Development Strategy 2025-2035 responds to 4 drivers of change that reflect a move away from extractive thinking, namely: - Climate change poses a significant threat to the economy and society - Rising inequality jeopardises long term prosperity - Productivity is slowing and innovation is hindered by a lack of a coordinated and targeted strategic approach - Economic uncertainty and changing behaviours are driving a rethink of how cities are used and experienced.
Support removal of regulation to encourage development and business.	1	Noted.
Suggest a greater focus towards technology, and development of technology overall in the city.	1	The Economic Development Strategy 2025-2035 is focused on unlocking innovation, with technology development and diffusion critical drivers of innovation. Action 26 of the strategy calls out our role in supporting local businesses to innovate, build skills and adopt new technologies, including artificial intelligence.
Direction 10: Housing for all	Total times raised	City of Sydney Response

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Housing for all should be leading priority / higher on the list of directions.	4	Noted. All 10 strategic directions are equally important – they are not listed in order of importance.
Provide more support for Homeless people, including those with mental health concerns. There should be a designated City team to support homeless people. Improvements in housing and services for homeless people are required. Is there any new, innovative method that the plan has to improve these services?	4	The City was the first council in Australia to have a dedicated homelessness unit in 1984. The unit has 7 employees including a manager, 2 senior project officers and 4 public space officers. The public space liaison officers work 7 days a week linking people experiencing homelessness to housing and support services and manage the public domain. The City works closely with, supports and provides funding to several local homelessness specialist services. We coordinate interagency meetings that attract services and volunteers across the homelessness and allied services sector. We work in partnership with community and other levels of government to address the chronic shortage of affordable housing in inner Sydney.
How will 'Housing for all' be financed/funded?	2	The City collects Affordable Housing Contributions from developers and distributes them to tier 1 not for profit registered community housing providers. Contributions totalled \$400 million at the end of June 2024. The City approved the payment of more than \$13 million through its Affordable and Diverse Housing Fund. Former City owned land and property is also offered for sale or long-term lease at a significant discount to support an increase in the supply of affordable and diverse housing. The value of the discounts was estimated to be worth \$31.6 million at the end of June 2024. By committing and acting the City also creates the optimal conditions for proponents of affordable and diverse housing projects to attract funding and other contributions from other levels of government, philanthropic and other sources.
Housing should be treated as a right, not a market product. That means proper rent protections, vacancy taxes, and community-led housing models, not just more apartments.	1	Residential tenancy legislation (covering rents) and taxes is the responsibility of the NSW Government. Affordable housing supported by the City requires rents to be capped at no more than 30 per cent of gross household income.
Accessibility is important for all (aged / wheelchair users).	1	Agree. The importance of accessibility is referenced in the plan, including strategic objective 3.2 Welcoming, inclusive and

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Community Strategic Plan (2025 update)

		connected streets and public spaces are created, upgraded and maintained (under strategic direction 3) and strategic objective 6.2 Everyone feels welcome and included in the city (under strategic direction 6). In addition, the City's new disability (inclusion) action plan 2025-2029 is tabled for June 2025 Council meeting. This action plan outlines the City's commitment to access and inclusion for everyone.
There needs to be ethical collaboration/ incentives between the City, banks and developers to build studio/small space living for inner city dwellers	1	The NSW Housing SEPP provides incentives for co-living housing. At June 2024 there were over 4,000 non-private homes in the development pipeline, many of which are forms of co-living housing.
Design of social housing is important. Suggestion that Low rise Housing Estates with alleyways and high fences create increase prevalence of anti-social behaviour and rubbish dumping.	1	Noted. The City works with stakeholders, including local police to respond to concerns and improve safety and amenity in social housing communities. The City supports crime prevention through environmental design.
Support ambitious targets for housing.	1	Noted. The City has ambitious targets for housing, including a target of 7.5 per cent social housing and 7.5 per cent affordable housing by 2036. The City also takes every opportunity to encourage ambitious target proportions for social and affordable housing in developments.
Council could do more to ensure more affordable housing is included in new developments	1	Noted. The City has one of the most substantial affordable housing contribution programs of any council. Late last year the City approved a range of amendments to the program to increase the provision of affordable housing. The changes are waiting on gateway determination from the state government to progress.
New housing should be materially sympathetic to surrounds.	1	Noted. This is referenced in strategic objective 4.1 under strategic direction 4, and strategic objective 10.2 under strategic direction 10.
The quality of new housing needs to be high so that the houses last into the future without people having to spend a lot of money on heating/cooling.	1	Agree. This is referenced in strategic objectives 4.4 & 4.5 under strategic direction 4, and strategic objectives 10.2 & 10.4 under strategic direction 10.

Written submissions

Summary

There were 17 written submissions received during the consultation period. These included submissions from individuals and from the following organisations: Pyrmont Action Inc, Sydney YIMBY and Bicycle NSW.

Comments were made about the overall plan; housing, building and development; community and cultural support and programs; the environment; cycling, cycleways, roads and active transport; supporting business; noise issues and safety – which are summarised below.

A detailed submissions table of the written submissions and the City of Sydney's responses can be found in Appendix C.

Overall plan

- Concern the updated plan is unrealistic and impractical, with no real foundation.
- It is too long, suggesting less images and style and more substance.
- It should elevate the City's role as advocate within the list of Roles and Responsibilities.
- The 10 targets should be inclusive for people with disabilities.
- A goal should be about responding and reacting to community and ratepayer concerns.

Housing, building and Development

- Concerns about housing affordability, quantity, design and remediation.
- Suggestions for the City included – assisting in social and affordable housing provision, reviewing/reducing land impacted by Heritage Conservation Areas, and working with the NSW Government to legislate regulations that will free up properties left vacant for more than 5 years for housing or other community needs.
- A range of concerns and recommendations related to the Pyrmont area, including Pyrmont Peninsula Place Strategy, sports and recreation facilities in the area, building heights, Ultimo Powerhouse structures, Wentworth Park, Pirrama Park Pyrmont and Union Square.

Community and cultural support and programs

- Suggestion to reintroduce public meetings across the LGA to enable community members to address concerns and recommendations to elected representatives/ developers etc.
- City-owned/controlled community buildings should be operated and staffed by the City.
- Importance of supporting artists, engaging them to create work (e.g. murals) and listening to their vision of the city.
- More support for and inclusion of international students with volunteering opportunities and housing, education, employment opportunities, and within community, including large cultural events.
- Consider innovative ideas to unlock and activate public space for wider community use, including for food production e.g. co-locating community gardens, expanding City Farm workshops.
- Indigenous suppliers to deliver native edible food gardening workshops.
- Public places for people to bring their unwanted goods and for others to re-use them.
- The council to work with the NSW Government to achieve public access to private schools' cultural and sporting facilities.

- Reduce the bureaucracy involved with applications/acquittals of its public amenities/spaces for public uses/community events.

The Environment

- Strong support for the City's efforts responding to the climate emergency.
- Concern the plan does not address the direct and indirect impacts of companion animals on biodiversity.
- The need to increase tree canopy and diversity targets with measurable progress indicators to track biodiversity corridors and the introduction of micro-forests on unused public land.
- Measurable progress indicators for water quality of the harbour and other local waterways.
- Deliver harbour restoration and cleaning projects, particularly Indigenous-led projects.
- Suggestion the City should consult with local landcare/bushcare groups on species to be cultivated at a native plant nursery at Sydney.

Cycling, cycleways, roads and active transport

- Strong support for the City's efforts on active transport.
- Direction 5 (A city for walking, cycling and public transport) should have numerical targets such as – kilometres of completed cycleway, percentage of bike network delivered, percentage of trips by bicycle, percentage of the LGA with 30km/h and number of signals reviewed.
- Suggestions included – working with the NSW Government to legislate powers to manage hire bikes across the LGA, and developing a kerbside use policy, including supporting on-street space for bike parking and secure bike hangers.
- Concerns about pedestrian safety due to cyclists riding bikes at high speeds on footpaths.

Supporting business

- Suggestions for the City included – encouraging street level cafes/restaurants along George Street with outdoor dining opportunities, and repurposing basement food outlets in the CBD to provide more music venues.
- Develop strategies to draw business, investment, and talent in the absence of a manufacturing industry.

Appendix

Appendix A: Communications overview

The following is a snapshot of outcomes of communications activities undertaken to support the consultation. Activities reached a range of audience segments via City of Sydney channels.

Activity	Outcome
Sydney Your Say webpage	1447 views
Lord Mayor letter distributed as a digital EDM	This was sent to a list of 5974 key stakeholders on 8 April. Stakeholders included community members who had previously submitted feedback to the 2022 Community Strategic Plan consultation and the 27 consultations that were used to produce the 2024 Community Insights report.
City of Sydney Advisory Panels	The Lord Mayor letter was sent out to City of Sydney Advisory Panel members including Business and Economic Development, Aboriginal and Torres Strait Islander, Housing for all, Cycling, Public Art Advisory Panel and Design advisory panels
Posters	Posters were displayed in the City's libraries and community centres.
Community Newsletters	- An invitation to participate in the consultation was run in the following Community Centre newsletters reaching over 5000 subscribers: - Reginald Murphy Community Centre: sent April 22 - King George V Community Centre: April 23 - Redfern Community Centre: sent April 24 - Ultimo Community Centre: sent May 28 - Cliff Noble Community Centre: sent May 29 - Juanita Nielsen Community Centre: sent 30 April
Sydney Your Say e-news	Consultation was included in the Sydney Your Say e-newsletter on 18 April sent to 5059 subscribers.
Social media	- Social media posts were made on Instagram and LinkedIn. - Instagram posts received 60,200 views and 106 click throughs - LinkedIn posts received 4956 views and 506 click throughs to the consultation page.

Appendix B: Communications activities

Sydney your Say web page

A Sydney Your Say webpage was created. The page included a summary of the strategic directions and targets as well as a photo gallery of the project ideas. The draft Community Strategic Plan 2025-2030 was available to download. A link was provided on the page to the Community insights report 2024. Screenshot of website:

Policy & planning changes

Have your say on our updated community strategic plan

Open for feedback
Help us shape the strategy.
Final consultation period
6 April 2025 to 6 May 2025

What we're doing
The community strategic plan identifies the community's main priorities and aspirations for Sydney in 2050. It sets out how we will achieve a more sustainable, equitable and resilient city.
We developed this plan with, and on behalf of our communities, which guides all our other strategies and plans.

Why we're doing this
The community strategic plan is updated every 4 years in line with NSW Government requirements and when it needs to adapt to changing circumstances and community aspirations.
Following the Council elections in September 2024, we've updated the plan for Council to consider and adopt in 2025.
To inform the updated plan, we analysed the feedback we received over the past 2 years from our ongoing community engagement program. This allowed us to check if and how community values have changed since the plan was updated in 2022.

What our communities value
Community feedback from 2022 to 2024 shows continuing support for the community values identified in 2022. Overwhelmingly, our communities want:

- An environmentally responsive city
- A city for people
- A city that moves
- A city with a future-focused economy
- A lively, cultural and creative city

What 2050 looks like – 10 ambitious projects

The community strategic plan outlines 10 transformative project ideas. These ideas demonstrate how future public space and infrastructure projects could achieve the community's vision for a green, global and connected Sydney by 2050.

Framework for action – 10 directions for 2050

1. Responsible governance and stewardship ✓
2. A leading environmental performer ✓
3. Public places for all ✓
4. Design excellence and sustainable development ✓
5. A city for walking, cycling and public transport ✓
6. An equitable and inclusive city ✓
7. Resilient and diverse communities ✓
8. A thriving cultural and creative life ✓
9. A transformed and innovative economy ✓
10. Housing for all ✓

How we'll get there – 10 targets to measure progress

- 1 By 2035 we will achieve net zero emissions in the City of Sydney local area.
- 2 By 2050 there will be a minimum overall green cover of 40%, including 27% tree canopy cover in our local area.
- 3 By 2030 residential potable water use will be reduced to 204 litres a person a day in the City of Sydney local area. Non-residential potable water use will be reduced by 10%, from 2018/19 levels.
- 4 By 2035 there will be a 15% reduction in waste generated by each person in the local area based on 2023 levels. And by 2035 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.
- 5 By 2036 there will be around 700,000 jobs in the City of Sydney local area including 200,000 new jobs compared to 501,786 in 2017. An increasing proportion of all jobs will be secure jobs.
- 6 By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings in the local area that include boarding houses and student accommodation. Of the private dwellings, 75% will be social housing and 75% will be affordable rental and diverse housing with these proportions maintained into the future.
- 7 By 2036 new cultural production floor space in the City of Sydney local area will have increased at least 40,000m² from 1,212,900m² in 2017.
- 8 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 7 out of 3 people working in the rest of the local area.
- 9 By 2030 every resident in the local area will be around a 10-minute walk to what they need for daily life.
- 10 By 2050 community cohesion and social interaction will have increased in the local area. This is based on at least 75% of the local residents population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours.

Read the draft plan

Community strategic plan (draft)
PDF 10.87 MB, Last modified 8 April 2025

How you can give feedback

Consultation closes at 5pm on Tuesday 6 May 2025.

- 1 **Complete our survey**
You'll need to log in with a City of Sydney account to complete the survey. If you don't have an account, it's easy to create one.
- 2 **Email or post your feedback**
You can give your feedback by email to sydneyyoursay@cityofsydney.nsw.gov.au or post to:
Garath Jenkins
Senior Community Engagement Coordinator, City Engagement
City of Sydney
456 Kent Street
Sydney NSW 2000

Other ways you can give feedback

- Talk to us in person ✓
- If you are Deaf or have complex communication needs ✓
- If you need an Interpreter ✓

Survey
Community Strategic Plan 2030–2050 →
It will take about 6 minutes and will help us shape the strategy.

Sydney Your Say e-newsletter

Sydney Your Say e-newsletter on 18 April sent to 5059 subscribers.

Sydney Your Say

CITY OF SYDNEY



Photo: Chris Southwood / City of Sydney

Have your say on our updated community strategic plan

The community strategic plan identifies the community's main priorities and aspirations for Sydney in 2050. It sets out how we'll achieve a more sustainable, equitable and resilient city.

Help us shape the strategy and provide feedback by Tuesday 6 May.

[Read more](#)

Lord Mayor letter

Letter from the Lord Mayor, sent as an EDM to 5974 key stakeholders on 8 April.



Community Strategic Plan

I invite you to help us refresh our Community Strategic Plan 2030-2050.

The Community Strategic Plan identifies the community's main priorities and aspirations for Sydney in 2050. It sets out how we will achieve a more sustainable, equitable and resilient city.

We developed this plan with and on behalf of our communities, which guides all our other [strategies and plans](#). To inform the updated plan, we analysed the feedback we received over the past two years from our ongoing community engagement program. This allowed us to check if and how community values have changed since the plan was updated in 2022.

The plan is updated every 4 years in line with NSW Government requirements, and when it needs to adapt to changing circumstances and community aspirations.

Following the Council elections in September 2024, we've updated the plan for Council to consider and endorse in 2025.

What our communities value

Community feedback from 2022 to 2024 shows continuing support for the community values identified in 2022. Overwhelmingly, our communities want:

- An environmentally responsive city
- A city for people
- A city that moves
- A city with a future-focused economy
- A lively, cultural and creative city.

How to give feedback

For more information about the Community Strategic Plan and to participate in the consultation please visit [Sydney Your Say](#) by 5pm on Tuesday 6 May, 2025.

Have your say



A stylized, handwritten signature of Clover Moore in black ink.

Clover Moore AO
Lord Mayor of Sydney

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

[Privacy](#) | [View online](#) | [Forward this email](#)

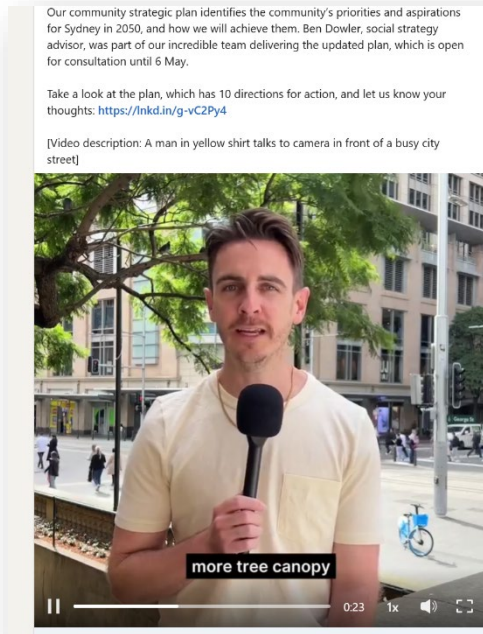
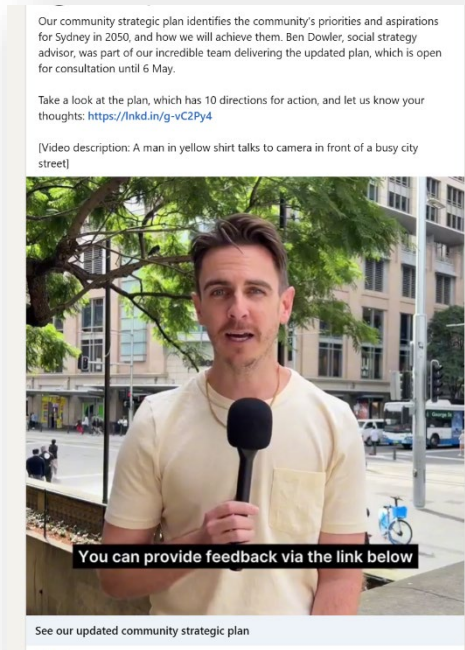
Posters

A poster inviting people to participate in the consultation was displayed in City of Sydney libraries and community centres.



Social media promotion

The consultation was promoted on the City of Sydney Instagram and LinkedIn social media channels.



LinkedIn posts reached 4956 people.



Instagram posts reached 60, 200 people.

Appendix C: Written Submissions table

Background	Response	Recommendation
Submission 1 Two submissions were received from a member of the public during the exhibition period. The submissions noted: - That due to affordability, the City of Sydney is become harder to live, work, and play. - That the updated community strategic plan was unrealistic and impractical, with no real foundation	Cost of living and affordability The City recognises the current cost-of-living crisis which is affecting people's ability to access secure housing, food, and essential services, and to maintain their wellbeing. We are committed to addressing this issue within our sphere of influence, by continuing the following actions: - Working towards our target for social and affordable dwelling supply to reach 7.5% of the total dwelling supply in our LGA, respectively, by setting developer contributions, providing one-off funding for social/affordable projects, selling/leasing Council-owned property at a discount for social/affordable housing projects, and opposing Development Applications which propose to reduce supply. - Advocating to the Federal Government for increases to the JobSeeker and other income support payments to a minimum of \$82 per day. - Offering free and low-cost services and programs across our network of community centres, with additional fee waivers for those experiencing financial hardship. - Working to increase the supply of and protect existing affordable creative spaces in our local area. - Providing discounted childcare fees to priority families across our network of Council-owned childcare centres. - Providing a range of funding and programs toward food relief, such as the Food Support Grant. Community Strategic Plan is unrealistic and impractical Noted. The Community Strategic Plan was developed with community and informed by extensive stakeholder engagement, community feedback, research, and data.	<i>It is recommended the submission is noted with no change to the updated Community Strategic Plan.</i>

Background	Response	Recommendation
Submission 2 A submission was received from a member of the public during the exhibition period who recommended that several of the 10 targets explicitly consider access for people with disabilities. In addition, it was noted that Direction 1: Responsible Governance and Stewardship also include “responsive government”.	The City has an <u>inclusion (disability) action plan 2021-25</u> that aims to enhance access and inclusion for people with disabilities. The next inclusion (disability) action plan 2025-29 (tabled for June 2025 Council meeting). A focus of the plan is to provide for liveable communities, with the proposed draft action 4: Continue to improve the accessibility of streets, footpaths, parks and open places through renewal programs, upgrades and new capital projects in compliance with the <u>Inclusive and accessible public domain policy and guidelines</u>. These guidelines highlight the importance of a continuous accessible path of travel for all people, include people who use wheelchairs or other mobility devices. We recognise the City of Sydney local area has some difficult to traverse streetscape terrain for people with mobility disabilities. The <u>‘City for Walking’ Strategy and Action Plan</u> acknowledges and prioritises inclusion within infrastructure and public spaces to ensure they are accessible. It outlines walking improvements for the next 10 years, a renewal program that incorporates continuous improvement for access and inclusion and an access and inclusion program which allows the City to be responsive to accessibility issues identified or reported by the community. When collaborating with Transport for NSW or public transport operators we advocate for public transport to be fully accessible by people with disability, and for the <u>Disability Standards for Accessible Public Transport</u> to be met. Feedback on the 10 targets to measure The inclusion (disability) action plan 2025-29 will also focus on providing more meaningful employment for people with disability. The action plan will acknowledge the complexity of employment challenges for people with disability and aims to provide for person-centred approaches towards employment. This will ensure that more people with a disability can attain, retain and develop in meaningful employment in our local area.	It is recommended the submission is noted with no change to the updated Community Strategic Plan.

Background	Response	Recommendation
	<i>In addition, the City has proposed increasing the requirement for accessible and adaptable housing in the Sydney Development Control Plan to 100% Silver performance levels against the Liveable Housing Design Guidelines for all development and 15% Platinum and for larger new residential developments. This proposal has been on public exhibition and submissions are currently being considered. It will be reported back to Council for consideration later this year.</i> <i>Accessible and adaptable housing continues to be a priority for the City. The City plans to consult with peak bodies and with people with disability to provide expert advice on the review of our local housing strategy in 2026/27, including on the requirement for accessible and adaptable housing in the Sydney Development Control Plan.</i> <i>We acknowledge that accessibility to and within creative spaces and facilities is an important consideration for target 7.</i> <i>The City's <u>Cultural Strategy 2025-2035</u> aims to support the supply of diverse creative spaces and facilities and aims to ensure that the City's future planning policies are designed and developed to be accessible and inclusive.</i> <i>The Cultural Strategy outlines how we design public spaces to enable and enrich our communities' cultural life, including for artists and audiences with disability. It also demonstrates leadership towards the production of inclusive and accessible events, including a commitment to providing equitable access to cultural activities for people with disabilities.</i>	

Background	Response	Recommendation
	<i>Target 8 and Target 9 are inclusive of people using wheelchairs, and their needs and accessibility considerations. These targets align with the vision and targets outlined in a <u>'City for Walking' Strategy and Action Plan</u>. Note – by using the term 'walking', we include all people moving on the footpath; people using mobility and sensory aids, including wheelchairs (motorised and manual), walkers and the like.</i> <i>Adding responsive government to Direction 1</i> <i>A responsive government is addressed under Direction 1: Responsible governance and stewardship. Specifically, the following outcome under objective 1.2 – “Our systems, resources and capability are responsive to changing service needs”. In addition, being a responsive government is referenced throughout the document, for example, how the City will respond to the climate emergency.</i>	
<i>Submission 3</i> <i>A submission was received from a member of the public during the exhibition period who stated that the Community Strategic Plan was too long, suggesting less images and style and more substance.</i>	<i>The updated Community Strategic Plan included a review of content, style and images. Wherever possible, the updated Community Strategic Plan aligns with the City's writing and style guide to ensure it meets accessible text and plain language requirements.</i>	<i>The submission is noted. An update to the design of the document was undertaken to provide better structure, readability, and visual appeal. Future iterations will further improve the accessibility of the document.</i>

Engagement report –
Community Strategic Plan (2025 update)

Background	Response	Recommendation
<i>Submission 4</i> <i>A submission was received from a member of the public during the exhibition period who noted the impact of noise on residents around Hyde Park from demonstrations and protests.</i>	<i>Noted.</i>	<i>It is recommended the submission is noted with no change to the updated Community Strategic Plan.</i>
<i>Submission 5</i> <i>A submission was received from a member of the public during the exhibition period who recommended that the City of Sydney and other councils do what they can to assist in social and affordable housing provision, including reference to social and affordable housing models in the UK.</i>	<i>In NSW, the state government is responsible for social and affordable rental housing. Unlike the UK where councils were funded by the central government to build post war social housing, councils in NSW do not have responsibility for developing social housing.</i> <i>The City uses all the levers available to it to support increases in the supply of affordable and diverse housing and focuses on supporting community housing providers to delivery affordable and diverse housing.</i> <i>We require affordable housing contributions from residential rezoning and development approvals and distribute them to community housing providers. We also sell council owned land and properties at a discount and provide grants from the Affordable and Diverse Housing Fund. At the end of June 2024, more than \$400 million in development contributions have been passed onto community housing providers, the value of the discount on the City owned land and properties was estimated to be worth \$31.6 million, and the City approved more than \$13 million in grants.</i>	<i>It is recommended the submission is noted with no change to the updated Community Strategic Plan.</i>

Engagement report –
Community Strategic Plan (2025 update)

Background	Response	Recommendation
<i>Submission 6</i> <i>A submission was received by a member of the public during the exhibition period who recommended that restriction on the capacity for light output on car headlights and e-bikes.</i>	<i>The City has no role in setting vehicle standards. These are set by Federal / Government authorities.</i>	<i>It is recommended the submission is noted with no change to the updated Community Strategic Plan.</i>
<i>Submission 7</i> <i>A submission was received by a member of the public during the exhibition period who strongly supported the City's efforts on active transport and responding to the climate emergency.</i>	<i>Noted.</i>	<i>It is recommended the submission is noted with no change to the updated Community Strategic Plan.</i>
<i>Submission 8</i> <i>A submission was received by a member of the public seeking more input from artists into the visioning of the city, urging us to listen to</i>	<i>The suggestions in the submission are aligned with the recently adopted Cultural Strategy 2025-2035. This Strategy was developed through extensive research and engagement with the creative sector and local community.</i> <i>The Cultural Strategy specifically calls out how important artists are to Sydney and includes specific actions to retain artists in Sydney.</i>	<i>It is recommended the submission is noted with no change to the updated Community Strategic Plan.</i>

Background	Response	Recommendation
artists, support them and act. <i>This submission also spoke to the increasing difficulty for artists to live and work in Sydney due to affordability.</i>		
Submission 9 <i>A submission was received by a member of the public during the exhibition period who was interested in meeting with city staff to discuss a project idea on cycling, which emphasises the importance of transforming streets into people-first public space</i>	<i>The City Access and Transport team will meet with the community member to further discuss this project idea.</i>	<i>It is recommended the submission is noted with no change to the updated Community Strategic Plan.</i>
Submission 10 <i>A submission was received by a member of the public during the exhibition period who regards poorly ridden and</i>	<i>The NSW Government tells us that they will shortly introduce regulation to better control bike share operations.</i> <i>In the meantime, the City does negotiate dedicated or prohibited bike parking areas with operators where the public have concerns. However, this resident lives in an area under the control of Placemaking NSW, not the City.</i> <i>NSW Police can enforce road rules.</i>	<i>It is recommended the submission is noted with no change to the updated Community Strategic Plan.</i>

Background	Response	Recommendation
<i>poorly parked share bikes as a hazard.</i>		
Submission 11 <i>A submission was received by a member of the public during the exhibition period which noted concern for the acceleration of climate change impacts and the risk it poses for cities such as Sydney with high population and infrastructure density. Areas of concern included low-lying parts of the city, which may require future relocation planning.</i> <i>In addition, they noted that the plan does not address the direct and indirect impacts of companion animals on biodiversity.</i>	Impacts of climate change – flooding <i>This is addressed in the City’s Draft Operational Plan , item 4.5.3 -where the action is to “Undertake studies and review floodplain management planning controls and other resilience related planning controls to manage risk and achieve good urban design outcomes”.</i> Companion animal management <i>The City educates pet owners on managing their pets through the following responsible pet ownership initiatives:</i> • Desexing <i>The City encourages residents to desex their pets to stop unwanted litters and to decrease stray cat numbers within the City.</i> • Animal Waste <i>We educate owners about disposing of their pet’s waste when they defecate in public places. The City supplies biodegradable dog waste bags in our parks for dog owners to use when bagging and binning dog waste.</i> • Cat Management <i>The City encourages cat owners keep their cats contained to their property. Keeping cats contained minimises the impact they have on small native wildlife such as birds, lizards, frogs, and possums.</i> • Dog Management	<i>It is recommended the submission is noted with no change to the updated Community Strategic Plan.</i>

Background	Response	Recommendation
	<i>The City educates dog owners about keeping their dogs under effective control when in public places by keeping them on-leash when not in designated off leash areas and encourages them to place them on leash and away from areas where native animals may be vulnerable.</i> <i>In line with the <u>City's Urban Ecology Strategic Action Plan</u>, habitat protection fencing is installed at strategic locations to protect native wildlife and reduce disturbance to habitats from dogs and park users.</i> • Signage <i>The City displays signage at strategic locations to discourage bird feeding, provide information on responsible dog management, and educate the community about local native wildlife and protecting their habitats.</i> <i>Currently, the City does not have a position on the indirect impact that the pet food industry has on the environment and native animals.</i>	
Submission 12 <i>A submission was received by a member of the City's International Student Leadership and Ambassador (ISLA) program.</i> <i>The submission included valuable insights from a focus group of international student leaders, many of whom</i>	Direction 3 – Public Places for All Bus stops lacking seats and shade and support for convenient and clean public spaces <i>The City has recently completed a roll out of new bus stop infrastructure which includes seats and shade canopies on footpaths across the local area. The infrastructure was installed where available footpath space at bus stops permitted installation without blocking pedestrian pathways. If there is a specific location where the standard bus stop infrastructure can fit but is not installed, please report it to the City's customer services.</i> <i>The City regularly cleans and maintains its restrooms. If there are isolated cases, these need to be reported to customer services so that maintenance can address the issue.</i>	<i>It is recommended the submission is noted with no change to the updated Community Strategic Plan.</i>

Background	Response	Recommendation
have been part of the ISLA program. The feedback included advice and recommendations across several directions.	Direction 4 – Design Excellence and Sustainable Development Proposed innovative idea for a City of Sydney international student member/rewards card <i>Innovative and creative projects such as this are encouraged through the City’s innovation and ideas grants program.</i> Direction 6 – An Equitable and Inclusive City International students deserve fairer and better treatment including greater inclusivity of international students within the education sector, employment opportunities, and community. <i>The City is currently developing an anti-racism framework that will guide its efforts to address racism within the organisation and the broader community.</i> <i>The City is also working on social cohesion programs, such as the Anti-Racism Allyship Network, the Say Our Name panel discussion, and an education program in collaboration with key stakeholders to promote an inclusive and equitable community. The City also consults with its Multicultural Advisory Panel on the development and implementation of its workforce strategy and anti-racism framework.</i> <i>As a member of the Diversity Council, the City is working on inclusive recruitment practices and fostering a culturally safety in our organisation and the broader workplace to address barriers to employment and career progression for Culturally and Linguistically Marginalised (CLM) communities.</i> <i>The City’s community centres, recreation centres and libraries welcome everyone and provide a range of free and affordable programs and events all year round to encourage social interactions and connections between diverse community groups.</i>	

Background	Response	Recommendation
	<i>Direction 7 – Resilient and Diverse Communities</i> <i>Support for the Study NSW Welcome Desk at Sydney Airport, however, noted opportunities to support international students beyond the arrival desk e.g. mini-international student welcome desk (online or physical) with related volunteer opportunities for international students</i> <i>International students are welcome in the City of Sydney, and the City works together with the education sector and support services to foster a positive student experience. As well as supporting the Study NSW Welcome Desk, the City proudly hosts the annual Lord Mayor’s Welcome for international students in collaboration with the wider international education sector, including the state government agency, Study NSW. This event helps extend the welcome to approximately 1,000 international students each year and provides opportunities for about 20 support service providers to engage with students. The City’s international student ambassadors help ensure this event resonates with the student community with their strong presence on the night, which is always well-received.</i> <i>Over the years, the City has seeded many initiatives to support and strengthen student connections to our local area, including to support a sense of belonging, wellbeing and enhance employability skills. Examples of initiatives which currently support international student awareness of services and connection online include: <u>International Student Health Hub</u>, <u>Redfern Legal Centre’s International Students Welcome Pack</u>, <u>Insider Guides International Student Resources and newsletter</u>, <u>Welcome to NSW</u> resource webpage by Study NSW and the <u>City’s international student webpages</u> with resources including studying and working in Sydney, using libraries, and making safe share accommodation choices.</i> <i>The City’s grants and sponsorship programs have also played an important role in supporting innovative ideas that enhance social cohesion and foster connections between international students and the broader community.</i>	

Background	Response	Recommendation
	<i>Direction 8 – A Thriving Cultural and Creative Life</i> <i>Increase opportunities for international student involvement in large-scale cultural events</i> <i>Major Events and Festivals will discuss with marketing and communications to continue to ensure events are culturally represented (hence building awareness) through marketing reach to audiences. Key messaging could feature more prominently around inclusivity and diversity of our events.</i> <i>Major Events and Festivals general program is not advertised through a calendar – and we have a specific set of major events each year. We produce cultural events such as NAIDOC in the City and Sydney Lunar Festival, but our general program is not able to cover a wider individual cultural representation, rather it encourages audiences to attend and celebrate our diverse community.</i> <i>The City’s grants and sponsorship programs have also played an important role in supporting cultural celebrations that enhance cross-cultural understanding and appreciation. The City’s International Student Leadership and Ambassador programs actively encourage international students to participate in and volunteer for cultural festivals and events. We also co-design cross-cultural events with our ambassadors, such as the Aboriginal Cultural Tour and Cultural Fest.</i> <i>Direction 10 – Housing for All</i> <i>International student challenges around opportunities to purchase private dwellings, negative experiences with landlords, and the need for more student housing that is affordable</i>	

Background	Response	Recommendation
	<i>Regulation of residential tenancies is undertaken by NSW Department of Fair Trading and the NSW Rental Commissioner. The City has relatively high number of student housing dwellings.</i> <i>At June 2024 there were 16,366 non-private dwellings in the City with another 4,100 dwellings in the development pipeline. The City introduced floor space bonuses to encourage co-living housing (student housing) in 2024.</i>	
Submission 13 <i>A submission was received by a member of the public during the exhibition period which responded to several of the 10 directions.</i>	Direction 1: Responsible governance and stewardship Noted frustration with City of Sydney customer service with clarity regarding the ability to not be able to drive into their garage at 33 Ultimo Road. <i>As part of the development approval for 33 Ultimo Road, the property driveway is restricted to a left-in left-out arrangement.</i> <i>It is understood that the community member is requesting for the removal of the median strip to allow residents to turn right into the property from Ultimo Road.</i> <i>City staff consulted with Transport for NSW (TfNSW), and both parties agreed that the proposed right-turn movement is likely to result in traffic delays along Ultimo Road, given its proximity to the intersections with Quay Street and Darling Drive. Accordingly, the proposal is not supported.</i> Direction 2 – A Leading Environmental Performer Support for the City’s commitment to zero emissions by 2035 seeking clarification on how the City will reach this target <i>The City does not endorse the use of fossil gas resources. The City’s <u>environmental strategy 2025-20230</u> (tabled for June 2025 Council meeting) outlines the City’s progress towards our net zero by 2035 target. The pathway to net zero for our local area depends</i>	<i>It is recommended the submission is noted with no change to the updated Community Strategic Plan.</i>

Background	Response	Recommendation
	<i>on further greening of the grid, electrification of buildings and transport and transition away from the use of fossil gas.</i> <i>In the City's updated Environmental Strategy, we have a target to eliminate the use of fossil gas in our own operations by 2030.</i> Direction 3 – Publics Places for All Concern for housing affordability in Sydney <i>Refer to response to submission 5.</i> Direction 4 – Design Excellence and Sustainable Development Concern for how the City addresses defects in buildings undergoing remediation <i>The regulation of building construction and approval processes including the issuing of various certificates is undertaken by the City, however, most certificates issued are by registered building certifiers operating in the private sector. The NSW Building Commission is responsible for the regulation of all certifiers (local government and the private sector) which includes powers to investigate and sanction registered certifiers. Anyone can report issues/concerns about a certifier. This can include reporting by local councils should issues/non-compliances come to their attention. The City can act such as issuing orders under legislation to rectify defective/non-complying works.</i> Direction 5 – A City for Walking, Cycling, and Public Transport Supports cycling, however, has concerns about cyclists riding bikes at high speeds on footpaths	

Background	Response	Recommendation
	<i>The City has no direct involvement in the provision, regulation, or management of delivery riders or share bike schemes. They do not require permission to operate.</i> <i>In February, the NSW Legislative Council’s Portfolio Committee released its report into the role of e-mobility devices in NSW. The report made 34 recommendations, including establishing a clear statewide approach to e-mobility usage and improving enforcement and penalties for reckless riding. The City made a submission and gave evidence at the public inquiry calling for enforceable regulation of share bikes and food delivery platforms and their riders. You can find out more about the inquiry and download the report and our submission at city.sydney/39k. The NSW Government is expected to respond to the Committee’s recommendations in May.</i> Share bike parking <i>Despite our limited enforcement powers, we are working with share bike operators in our area to install dedicated parking zones through their apps to promote responsible parking. Share bike users are then only able to finish their trip and stop the clock running on payment once they place the bike in the allocated area. If they do not, they are charged a penalty.</i> <i>We have trials of designated bike parking in Pyrmont, Ultimo, Circular Quay, Chippendale and Forest Lodge. We are also seeking the NSW Government’s approval for designated on-street bike parking spaces, so we can free up more space on our footpaths. The first approved on-street parking area has been installed near Paddy’s Markets on Ultimo Road, Haymarket for up to 14 bikes. We will soon expand the trial with more dedicated on-street bike parking bays approved for Macleay Street, Potts Point, as well as Paddington, Chippendale, Zetland, Millers Point and more in Haymarket, all locations close to transport links and businesses.</i>	

Background	Response	Recommendation
	<i>Food delivery riding</i> <i>We know that many of the people riding on footpaths in our area are working as food delivery riders. One way to reduce unsafe riding on footpaths is through rider education. City staff run on-the-ground education programs that aim to help make riding safer for all road users. They speak to riders on popular commuting routes throughout the City at least twice a week and run regular courses to teach people to ride safely. City staff have contacted delivery businesses about riders using our footpaths. We encourage delivery companies to enrol their riders in our cycling courses and to remind their staff to ride safely and off footpaths, including with regular in-app messaging. We advertise our courses in local bike rental stores and backpacker hostels and offer a delivery rider's discount on our courses. We know that education may have limited effect when riders feel subject to time and navigation pressures, which is why we are also requesting regulation of food delivery platforms.</i> <i>Direction 6 – An Equitable and Inclusive City</i> <i>Concerns for the cost of living and affordable housing in Sydney</i> <i>Refer to response to submission 1.</i> <i>Direction 7 – Resilient and Diverse Communities</i> <i>Concern for quantity, quality, design and affordability of housing.</i> <i>Noted.</i> <i>Direction 8 – A Thriving Cultural and Creative Life</i> <i>Sydney should aim to be a global city with a dynamic commercial centre.</i>	

Background	Response	Recommendation
	<i>Noted.</i> <i>Direction 9 – A Transformed and Innovative Economy</i> <i>Develop strategies to draw business, investment, and talent in the absence of a manufacturing industry.</i> <i>The City’s <u>Economic Development Strategy 2025-2035</u> lists slowing productivity as one of the most pressing drivers of change for our city’s economy to respond to. To support productivity improvements, unlocking innovation is a central tenant of the vision and the actions of the strategy which has a target that 70% of the 200,000 new jobs by 2036 be in innovation and knowledge-intensive industries.</i> <i>The economic strategy adopts a place-based approach, understanding that our city’s economy is several specialised economies clustered across different areas of the local area. For example, City North is the home of finance and professional services, with over 150,000 jobs in these sectors, while the Southern Enterprise Area is a critical location for our manufacturing, creative industries and logistics industries. Our work across the city will continue to support these distinct economic clusters and attract more aligned investment and jobs to those locations.</i> <i>Direction 10 – Housing for All</i> <i>Land development and building regulations need reform to improve quality and reduce risks related to insurances, defects, and natural disasters.</i> <i>The reform of building regulations is the responsibility of the NSW Building Commissioner and Australian Building Codes Board. The City requires development proposals to manage flood risks and periodically updates flood studies to ensure data is up to date.</i>	

Background	Response	Recommendation
Submission 14 A submission was received by a member of the public during the exhibition period which supported the overall direction of the community strategic plan. The submission also provided suggestions on how some of the outcome areas could be enhanced.	Increase tree canopy and diversity targets with measurable progress indicators to track biodiversity corridors and the introduction of micro-forests to unused public land The City's targets for tree canopy were developed based on a detailed analysis of land use within our local area. The targets are ambitious, but also realistic and achievable. It should be noted that the targets of other cities are often not comparable. For example, the City of Melbourne's target of 40% canopy cover only applies to their streets and parklands. The City's target is for our entire area, including private property. We are on track to meet our canopy cover targets. You can explore our progress in our Urban Forest Storymap The City's Urban Forest Strategy (within Direction 4 – A Resilient Forest) includes detailed discussion, analysis and targets related to urban forest diversity and resilience in our local area. A review of biodiversity corridors and the potential of micro-forests will be considered as part of the review of the Urban Ecology Strategic Action Plan. This document is currently being updated and will be reported to Council in 2026. Clear, measurable progress indicators for water quality of the harbour and other local waterways. Due to the many councils that border Sydney Harbour, and the many sources of pollution entering Sydney Harbour that are not in the City's control, measurements of the pollution levels in the harbour do not reflect the City's efforts and achievements. The City demonstrates progress towards its goals by modelling the impacts on the City's stormwater quality in our Local Government Area and reports these figures in the annual Green Report.	It is recommended the submission is noted with no change to the updated Community Strategic Plan.

Background	Response	Recommendation
	<i>Establish events in public places for people to bring their unwanted goods and for others to re-use them</i> <i>To avoid the potential negative environmental and safety impacts of items being aggregated in public spaces the City of Sydney instead supports reuse of items through organised events such clothing swaps and Garage Sale Trail. The City is also trialling a drop off service at our quarterly recycling events where good quality furniture can be rehomed by a local charity partner. Our website also promotes the use of charities and online marketplaces to encourage reuse before recycling or disposal of unwanted items.</i> <i>Create a living infrastructure toolkit, like that of Los Angeles, with local university and TAFE students that enables the community to be more active in mitigating climate change</i> <i>Local government in Australia have very different governance structures than US city authorities which makes wide-ranging community toolkits less effective.</i> <i>When designing new green spaces, increasing tree canopy cover and other living infrastructure like community gardens, the City consults widely with the community of design and incorporates feedback where possible.</i> <i>Indigenous-led nature regeneration projects in the harbour</i> <i>Action 14 within the City's <u>Greening Sydney Strategy</u> aims to recognise and support Aboriginal ecological knowledge in our local area.</i> <i>The City engages with the local Aboriginal community to identify the cultural and practical principles that should be considered when designing new spaces.</i>	

Background	Response	Recommendation
	<i>Implement garbage bins on every street</i> <i>The placement of bins in the public domain is guided by several considerations. These include impacts to pedestrian accessibility, safety, servicing and access requirements, street topography, proximity to buildings and identified need. Requests for new bins are reviewed on an individual basis.</i> <i>The City also strongly promotes waste reduction and avoidance and will undertake a compositional audit of street litter bins so we have a better understanding of the types of waste being thrown away, what we might be able to recycle and to inform our future waste avoidance advocacy planning.</i> <i>Work with local artists to create murals with local communities</i> <i>The City takes a unique approach to each opportunity for public art with community engagement taking many different forms including assisting with the design and delivery of mural projects. The largest example is the mural located at the King George V Recreation Centre on Cumberland Street, The Rocks.</i> <i>More recent examples include the artwork Woolloomooloo, designed and painted with community by Locust Jones at the Junita Neilson community centre and the Welcome Mural at Alexandria Childcare Centre painted by Nadeena Dixon and her daughters, designed in collaboration with the children from the centre. The City also provides grants to projects which involve artists working to codesign and deliver murals with community.</i> <i>Investigate opportunities to deliver harbour restoration and cleaning projects</i> <i>The marine environment of the harbour is the responsibility of state government agencies. For example, <u>Infrastructure NSW</u> have installed 5 SeaBins in Blackwattle Bay</i>	

Background	Response	Recommendation
	<i>when construction started on the new Fish Market. There are several community groups and organisations who offer education programs such as Ranger Jamie and Taronga Zoo.</i> <i>Consider innovative ideas to unlock and activate public space for wider community use e.g. offering land within parks to apartment-dwellers who lack access to green spaces, co-locating community gardens, expanding City Farm workshops.</i> <i>The City’s Community Gardens Policy and Guidelines guide the set up and operation of community gardens within the City, including considerations for any new community garden sites.</i> <i>The City’s community development approach to community gardens involves gardening groups forming, organising and managing themselves.</i> <i>Sydney City Farm education programs are regularly offered, providing urban agriculture and sustainable food production learning opportunities. Programs are currently held at Sydney City Farm, in Sydney Park, and at various other City venues including Green Square Library, Cliff Noble community centre, and Makers Space.</i> <i>Greater access to local farmers markets</i> <i>Currently, we offer weekly grower’s markets at Kings Cross and a monthly market at Green Square. New market locations are carefully considered and established with community feedback in mind, as we strive to create convenient, accessible spaces for local farmers and vendors.</i> <i>Indigenous suppliers to deliver native edible food gardening workshops</i>	

Background	Response	Recommendation
	<i>The City's Community Greening team coordinate various community workshops, programs and events with local Aboriginal educators. This includes the regular Bush Food Tours at Sydney City Farm where attendees learn about the living history of Aboriginal cultural connection to landscape and growing and using bush foods.</i> <i>In line with the City's Urban Ecology Strategic Action Plan, bush areas on City land around Blackwattle Bay and near the Tramsheds are managed as Bush Restoration areas, where we are protecting, expanding and improving the condition of naturally occurring locally indigenous vegetation.</i> Food insecurity – identify public spaces that can be used for edible plants to create supply and opportunities for community education <i>Through the City's <u>Greening Sydney Strategy</u>, the City continues to support the community to grow more food locally through our Sydney City Farm programs, community garden network, and by continuing to look at opportunities for increased food production on private land. The City also contributes to reducing food insecurity by providing more than 40,000 meals each year through Meals on Wheels, and via our food support grants which support local projects that increase access to affordable and healthy food for our diverse communities.</i>	
Submission 15 <i>A submission was received by the Pyrmont Action Inc.</i> <i>The submission supported the ambition of the community strategic plan and positively noted</i>	Recommendation 1 – Elevate the City's role as advocate within the list of Roles and Responsibilities on page 15 <i>Noted. The updated Community Strategic Plan will reorder the roles and responsibilities list to be in alphabetical order. This will demonstrate that the order of the list does not reflect levels of importance.</i>	<i>It is recommended the submission is noted with one change, to reorder the roles and responsibilities table on page 15 to be in alphabetical order. No other changes</i>

Background	Response	Recommendation
several objectives are beyond the scope of Council's responsibility. The submission also provided recommendations across several directions and project ideas.	Recommendation 2 – Commend the City on the ambition of the 10 targets, however, review and incorporate the previous Liberal Government targets for the Pyrmont Peninsula Place Strategy. The current targets were prepared as part of the City's Local Strategic Planning Statement and will be reviewed after the NSW Government releases a new region plan. The job and dwelling targets in the Pyrmont Peninsula Place Strategy are set by the NSW Government. The NSW Government has advised Pyrmont Action that the targets will not be reviewed. The City is responsible for addressing those targets through our Ultimo Pyrmont Planning Proposal. Recommendation 3 – the City to set target for provision of affordable housing across the local area. The City has a target for affordable and diverse housing in our local government area. We track and publish housing delivery in line with our targets on our website – link. Affordable housing monetary contributions paid within the City of Sydney are distributed to community housing providers who deliver affordable rental housing within our local government area. Recommendation 4 – The City to remove the recoupment of \$10.5M for cost of renovation of Pyrmont Community Centre from its list of projects to be funded by future developer infrastructure levies to enable funding of indoor Community Sports and Recreation Centre. Section 7.12(3) of the Environmental Planning and Assessment Act 1979 allows for monies paid as infrastructure contributions to be put towards the recoupment of the provision, extension or augmentation of public amenities or services. The City is legally	are required the updated Community Strategic Plan

Background	Response	Recommendation
	<i>permitted to use recoupment as a funding mechanism for the delivery of infrastructure, as is proposed for the Pymont Community Centre upgrade. While it is acknowledged that the community has been advocating for an upgrade to the Pymont Community Centre for a long time, it is still reasonable for the City to opt to use recoupment of development contributions to fund this infrastructure as new residents will benefit from this facility.</i> <i>Recommendation 5 – The City to reintroduce regular public meetings across the LGA to enable members of the community to directly address their concerns and recommendations to elected representatives and other relevant parties e.g. developers.</i> <i>The Lord Mayor hosts regular roundtables with community groups/ resident action groups in the local area. This enables members of the community to directly address their concerns and recommendations to elected representatives and senior City staff. The Lord Mayor also hosts regular meetings with social housing residents across the local area.</i> <i>Recommendation 6 – City to enable installation of two fast EV chargers at 13 Refinery Drive Pymont and work with communities to identify other suitable sites for such facilities.</i> <i>The City has no authority over the 13A Refinery Drive carpark whilst it remains under ownership of the Office of Strategic Lands. The NSW Government has recently closed Round 2 of their kerbside EV charging grant. The City has indicated its support of additional pole-based EV charging stations that extend the reach of the current pole-mounted EV charging stations trial, including additional locations in Pymont. The outcome of Round 2 funding is anticipated to be announced shortly.</i>	

Background	Response	Recommendation
	<i>Recommendation 7 – All levels of Government to avoid using concrete in public spaces and parks and to plant natives in natural gardens, not concrete boxes.</i> <i>The City is committed to reducing its carbon footprint where possible. However, our public spaces and parks must remain robust and accessible to ensure they are fit for purpose and can accommodate Sydney’s growing population. Concrete’s robustness and ease of installation means it will remain part of the mix of materials that we use in the public domain.</i> <i>We are however trialling the use of a low carbon concrete for use in our roads and public spaces. Low carbon concrete uses alternative cementitious materials as substitutes for cement which substantially reduces the embodied carbon of the concrete mix. We are also addressing the balance along our footpaths by reducing pavements and increasing greening, and are constantly on the lookout for new technologies that reduce the environmental impact of construction.</i>	
	<i>Recommendation 8 – In implementing provision of a native plant nursery at Sydney, the City to consult with local Landcare/Bushcare groups on the species to be cultivated.</i> <i>Noted.</i>	
	<i>Recommendation 9 – The City to ensure that all publicly owned sites under its control are first evaluated on their suitability for provision of much-needed social infrastructure, including schools, Public/Affordable Housing and sporting/recreational amenities.</i>	

Background	Response	Recommendation
	<i>The City continues to review the provision of community infrastructure that may be needed to support current and future populations. The allocation of developer infrastructure levies form part of this planning for future needs.</i> <i>In addition, and when required, the City advocates to the NSW State Government on the provision of community infrastructure that may be needed to support current and future populations associated with any State Significant Development or urban renewal site.</i> <i>Recommendation 10 – City-owned/controlled public community buildings should be operated and staffed by the City, not outsourced to entities which charge for entry and services provided.</i> <i>Noted.</i> <i>Recommendation 11 – The City to encourage the establishment of street level cafes/restaurants along George Street with outdoor dining opportunities eg in Paris and other European world cities.</i> <i>Since November 2020, the City has approved over 1,000 outdoor dining applications. This has included supporting businesses to use on-street car parking spaces for outdoor dining with some of these sites being made permanent through public domain upgrades, including locations along Pitt Street, George Street, and Crown Street. The City has also supported businesses in applying for outdoor dining through a streamlined, fast-tracked application process.</i> <i>In addition, all outdoor dining fees have been waived since November 2020, and the City is currently investigating locations where the footpath can be permanently extended into road space for outdoor dining.</i>	

Background	Response	Recommendation
	<i>Recommendation 12 – The City, in its implementation of the PPPS, to ensure that existing sound buildings be retained, with any additional height added above. Heights should be kept relatively low close to City foreshores.</i> <i>Proposed planning controls for the Ultimo Pyrmont area were exhibited between 1 October 2024 to 13 November 2024. The proposed controls address the NSW Government’s Pyrmont Peninsula Place Strategy. The City is currently reviewing submissions made during the exhibition (which raised issues such as height) and will report the outcomes of the exhibition to Council for its consideration in 2025.</i> <i>Recommendation 13 – The City to accelerate discussions with TfNSW to implement provision of a bus stop in York Street between King and Market Streets.</i> <i>The King Street cycleway is a key component of the City’s bicycle network.</i> <i>Transport for NSW is responsible for bus services including general locations of stops. The City then works with Transport for NSW to agree the optimum specific location and manage any related impact on other kerb side uses.</i> <i>In 2024 Transport for NSW responded to community feedback on the issue by exploring the options for a stop on York Street. The City’s preference was for the 389 to stop in an existing bus stop, to maximise efficiency of kerb side use. In the interim, TfNSW diverted the 389 to Sussex Street and provided a stop there. The City understands that the Minister for Transport has instructed TfNSW to identify a location for a stop on York Street between (King and Market Streets), and the City is very likely to support and facilitate any such proposal.</i> <i>Recommendation 14 – The City to advocate strongly for retention of the Bank St right hand turn from the Anzac Bridge off-ramp.</i>	

Background	Response	Recommendation
	<i>The City attended the Pymont Action’s public transport forum on 15 May 2025 to support Pymont Action’s advocacy to Transport for NSW on this issue.</i> <i>Recommendation 15 – The City to work with the NSW Government to legislate powers to control management of hire bikes across the LGA.</i> <i>The NSW Government tells us that they will shortly introduce regulation to better control bike share operations.</i> <i>Recommendation 16 – The City to work with the NSW Government to achieve public access to private schools’ cultural and sporting facilities.</i> <i>Noted. The City will continue to work closely with and advocate to the NSW Government to support access to public schools.</i> <i>Recommendation 17 – The City to review its processes associated with provision of its public amenities/spaces for public uses to reduce the bureaucracy involved with applications/acquittals thus making them more accessible for community events etc.</i> <i>Noted.</i> <i>Recommendation 18 – The City to support and advocate for provision of a police station at street level in the E West Metro station in Union Street.</i> <i>Noted.</i>	

Background	Response	Recommendation
	<i>Recommendation 19 – The City to listen to the experts and the community and support the renovation of the existing Ultimo Powerhouse structures and Heritage list the entire site.</i> <i>The State Significant Development application for the Powerhouse was approved by the Minister in March 2025.</i> <i>Council endorsed the proposal to expand the heritage listing to cover the whole site and align with the State Heritage Register listing on 12 May 2025. The proposed listing is awaiting Gateway from the NSW Government to undertake public exhibition.</i>	
	<i>Recommendation 20 – The City to modify its draft LEP parameters for the Pyrmont Peninsula to reflect the need for more housing, less commercial space as outlined by the community in its comments on the draft.</i> <i>Refer to response in submission 15, recommendation 2.</i>	
	<i>Recommendation 21 – The City to encourage repurposing of basement food outlets in the CBD to provide more music venues.</i> <i>The City is committed to an increased supply of accessible creative space in the city. In 2022, the City updated the planning controls for Oxford Street to unlock more development potential, encourage investment in the area as a cultural and creative precinct and maintain the unique heritage fabric of the street. The Cultural Strategy 2025-2035 has committed to review these planning controls to determine if they're achieving intended outcomes, implement appropriate changes and investigate applying them to other precincts.</i>	

Background	Response	Recommendation
	<i>Recommendation 22 – The City to work with the community in the development of changes to the layout of Union Square to make it safer and more useable for live music, markets, etc.</i> <i>Union Square is not on any future capital works program for upgrade given its current condition and maintenance is undertaken as required. Any safety concerns in the public domain are responded to as a matter of urgency. If a serious accident has occurred, please report it via the City’s customer centre.</i> <i>Union Square is located on an incline making it difficult to accommodate markets and live music. Terraces and therefore stairs are necessary to create flat areas for people to congregate, sit and relax in.</i>	
	<i>Recommendation 23 – The City to work with the NSW Government to legislate for regulations that will free up properties left vacant for more than 5 years for housing or other community needs.</i> <i>Noted. The City will continue to work with the State Government and the private sector to explore opportunities that support the increase of affordable housing and community space within our local area</i>	
	<i>All levels of Government should ensure that public land in their ownership should incorporate the delivery of affordable housing.</i> <i>While the City does not own any social or affordable housing, the City continues to advocate for increased proportions of new social and affordable housing and the rights of tenants when NSW Government redevelops public housing.</i>	

Background	Response	Recommendation
	<i>Recommendation 24 – The City to work with the local communities to determine the future use of the publicly owned greyhound racing site in Wentworth Park.</i> <i>The City consistently receives feedback from its communities that more open space and better access to open space is needed to support the health and well-being of its growing population.</i> <i>In 2019, the City developed a vision in consultation with the community that overwhelmingly supported removal of the greyhound racing track, associated carpark and grandstand to create more public parkland in the face of increased development and density across Pyrmont and Blackwattle Bay.</i> <i>The Wentworth Park greyhound lease is set to expire in 2027. The City will continue to lobby for land to be handed back to the community for open space and recreation needs and work with the community to determine what should be done with the site when it approaches the design phase.</i> <i>Regarding Moore Park - since 1995, it has been the policy of successive state governments to increase housing in the Green Square urban renewal precinct. By 2040, up to 80,000 more people will be living in the area within 2 kilometres of Moore Park in Zetland, Redfern and Waterloo. It is essential for green infrastructure to be provided for those people to stride out, de-stress, renew or commune with nature. The golf course effectively restricts access to Moore Park's green open space to people who play golf and not the broader community. The City supports a solution where the current golf course is split and shared amongst the broader community.</i> <i>We do not support the creation of a harbour pool at Pirrama Park Pyrmont unless it is proven that the water and harbour floor are free of contamination.</i> <i>Noted.</i>	

Background	Response	Recommendation
Submission 16 A submission was received by Sydney YIMBY. The submission applauded the direction of the community strategic plan and noted the City's ongoing support to increase housing supply and improve liveability in the local area. However, Sydney YIMBY noted that the City needs to be more ambitious to address the need to increase housing.	Recommendation 1: View the state government's housing target as a minimum, not a maximum, and commit to facilitating as much new housing development as possible. Recommendation 2: Review and reduce the amount of land impacted by Heritage Conservation Areas Recommendation 3: Measure and drastically increase the feasible zoned capacity for new housing. The City has zoned capacity more than the NSW Government's 5-year housing targets. At June 2024, there were over 16,000 dwellings lodged, approved or under construction, with many not moving from approval to construction. Housing is not being constructed currently due to the impacts of significant and sharp interest rate and construction cost rises, the withdrawal of investors following a significant supply peak in 2018 and increasing regulation on the construction sector. The City will analyse capacity for the next iteration of the Local Strategic Planning Statement, which is expected to be done after the NSW Government prepares a new Region Plan. The Planning Statement will also consider any updated targets and any actions needed to support the supply of housing. The City already has some of the highest residential densities (people/sq km at 2022) in Australia and comparable to or exceeding inner areas of other major cities. Out of Australia's 20 most dense suburbs, 10 are within the City local government area. These include suburbs with heritage conservation areas such as Newtown (9,500 pp/sq km), Surry Hills (12,200 pp/sq km) and Darlinghurst (12,400 pp/sq km).	It is recommended the submission is noted with no change to the updated Community Strategic Plan.
Submission 17 A submission was received by Bicycle NSW. The submission strongly	Measures are included in the community strategic plan and our annual operational plan. The City uses a mixture of numerical targets, directional targets and trend monitoring to provide guidance towards overall performance or progress, or demand for services. Of	It is recommended the submission is noted with no change to the

Background	Response	Recommendation
<i>supports the updated plan, with some specific feedback.</i> <i>That Direction 5 should have numerical targets such as kilometres of completed cycleway, percentage of the bike network delivered, percentage of trips by bicycle, percentage of the LGA with 30km/h and number of signals reviewed.</i> <i>That the City develop a kerbside use policy, like that from Lambeth in London, including supporting on-street space for bike parking and secure bike hangers.</i>	<i>the cycling-related measures in Direction 5 the City has set a target to provide 2.6km of new on-road cycleways annually.</i> <i>Additionally, the <u>Cycling Strategy and Action Plan 2017-2030</u> has specific targets for percentage of the bike network completion and share of trips by bike.</i> <i>The City recently updated its on-street parking policies to create the framework for on-street bicycle parking.</i>	<i>updated Community Strategic Plan.</i>

Attachment B

**Summary of public exhibition submissions -
draft Delivery Program 2025-2029, Operational
Plan 2025/26 and Resourcing Strategy 2025**

Summary of Submissions and Responses: draft Delivery Program 2025-2029, Operational Plan 2025/26 and draft Resourcing Strategy 2025

21 submissions were received in total (including via email and through the Sydney Your Say survey) following the exhibition of the Draft Delivery Program 2025-2029, draft Operational Plan 2025/26 and Draft Resourcing Strategy 2025. A summary of the issues raised in the submissions and responses, and the recommendation following their assessment by staff are included in the table below.

No	Background	Response	Recommendation
1.	A submission was received from a member of the public who requested more information on: - the budget process - the calculation of rates - staffing levels, and - capital expenditure including Bicycle related works.	The City uses a number of different drivers to estimate revenues and costs over the 10 years of the Long Term Financial Plan (LTFP). Each revenue and expenditure element is underpinned by specific drivers that determine future year projections. These drivers are carefully considered in the modelling. CPI is a key factor impacting both our cost and revenue assumptions. Rates can only be increased by the rate peg approved by the Independent Pricing and Regulatory Tribunal, which was set at 4.1% for the City of Sydney 2025/26 year. This caps the total rates revenue the City can raise. Council pursues improvements, including through process enhancements and technology adoption, in order to efficiently meet increasing community service requirements. We have not anticipated any significant increases to employee numbers over the 10 years of the LTFP. Information Technology costs in the LTFP are reflective a carefully considered technology road map. More details are included in the draft Information and Technology Strategy 2025-2029 that forms part of the Resourcing Strategy, a key component of the IPR suite of documents. The proposed 10-year capital expenditure program is the subject of rigorous review by senior management and a detailed project delivery approval process. Over the next 2 years and beyond, capital expenditure on the City's cycleways is guided by the City's Cycling Strategy and Action Plan (2022). The recognition of this expenditure as delivering assets is consistent with Australian Accounting Standards and subject to external audit by the Audit Office of NSW. The operational budgets and estimates for land-based assets, including buildings and parks, are developed with reference to detailed facility and asset plans. The increase in property related expenditure in 2026/27 reflects a planned allocation above CPI to address accumulated maintenance needs. The subsequent decrease, in 2027/28, is reflective of the demolishing of number of properties as part of the Town Hall Square project and therefore not requiring future maintenance.	That the submission is noted with no change to the documents as exhibited.
2.	A submission was received from a member expressing support for the development of Town Hall Square.	Noted.	That the submission is noted with no change to the documents as exhibited.
3.	A submission was received from a member of the public requesting additional funding for separated cycleways.	The City of Sydney budget for cycleway infrastructure in 2025/26 is \$13.8 million. We have prioritised 10 cycleway projects which are either in design or under construction. In addition, Transport for NSW has programmed cycleway construction at King Steet (Central Sydney), Sydney Park Junction (St Peters), Bridge St (Glebe) and Oxford St East (Paddington).	That the submission is noted with no change to the documents as exhibited.
4.	A submission was received from Live Nation Australia objecting to Road Management fees.	This fee offsets costs to the City for staff time to assess and issue approvals and in relevant circumstances to offset lost on-street parking income for the temporary road closures associated with events.	That the submission is noted with no change to the documents as exhibited.

No	Background	Response	Recommendation
		<i>In circumstances where NSW Police close applicable roads under their powers for the purposes of public safety and crowd control approval by the City is not required, the City's fees and charges are not applicable. Where this is not arranged, approval by the City is required to close streets and the proposed fees and charges would be payable.</i> <i>We revised the fee structure in the 2025/26 draft fees and charges to more closely align with service costs, relative scale of impact of the street closures, and recouping the offset parking income within a "per lane per hour" rate. This review has resulted in a substantial reduction in the value of the fees.</i> <i>The fee structure comprises of an Application Fee and a Road Closure Fee. The Application Fee is a single charge per application submission, regardless of the number of streets involved. If the application requires a full street closure (i.e. with traffic detours via other streets), the 'Full Road Closure' Application fee applies. For partial street closures (i.e. without detours), the 'Partial Road Closure' Application fee is charged. The Road Closure Fee, charged 'per lane per hour', is in addition to the Application Fee and is calculated from the total number of closed traffic and parking lanes in each street and the total duration in hours.</i>	
5.	<i>A submission was received from Event Services International objecting to Road Management fees.</i>	<i>The application form will be updated once Council adopts the new fees and this will provide clarity on the meaning of the fee and how costs are calculated.</i> <i>Also refer to submission 4 response.</i>	<i>That the submission is noted with no change to the documents as exhibited.</i>
6.	<i>A submission was received from ADX Productions objecting to Road Management fees.</i>	<i>Noted.</i> <i>Refer to the submission 4 response.</i>	<i>That the submission is noted with no change to the documents as exhibited.</i>
7.	<i>A submission was received from the Botanic Gardens of Sydney objecting to Road Management fees when hiring non council managed land like Domain and Centennial Parklands.</i>	<i>Noted.</i> <i>Refer to the submission 4 response.</i>	<i>That the submission is noted with no change to the documents as exhibited.</i>
8.	<i>A submission was received from the Greater Sydney Parklands objecting to Road Management fees when hiring non council managed land like Domain and Centennial Parklands.</i>	<i>Noted.</i> <i>Refer to the submission 4 response.</i>	<i>That the submission is noted with no change to the documents as exhibited.</i>
9.	<i>A submission was received from a member of the public requesting the City do more to increase housing.</i>	<i>The City's target is for 156,000 private dwellings by 2036, which is an increase of 34,275 from June 2021 baseline of 121,725. This target was approved by the NSW Government in 2020. The City has sufficient development capacity to meet the target and is further increasing capacity through rezonings in Pyrmont and incentives for build to rent in Central Sydney. As at June 2024 there were 12,113 private dwellings that were lodged, approved or under construction.</i>	<i>That the submission is noted with no change to the documents as exhibited.</i>
10.	<i>A submission was received from a member of the public about the City's budget focusing on financial, management, and investment risks.</i>	<i>The City takes its commitment to financial sustainability seriously. The Long Term Financial Plan (LTFP) that forms part of the Resourcing Strategy sets out in detail the financial and economic assumptions used when projecting its financial outcomes over the next 10 years. The LTFP includes capital program provisional amounts, in the later years of the plan, that may be utilised to meet unforeseen changes to project forecasts. In addition, scenarios that model the plan's 'sensitivity' to a significant adjustment to some key underlying assumptions are set out. These include a prolonged period inflation (ie high CPI) and changes to the property development cycle.</i>	<i>That the submission is noted with no change to the documents as exhibited.</i>

No	Background	Response	Recommendation
		As part of a rigorous planning process, the City aims to ensure in its financial planning projections that it will hold sufficient cash reserves to satisfy all of its legislative requirements (or external restrictions) as well as the internal restrictions (such as employee leave entitlements and funds assigned to specific strategic projects/purposes) that it has elected to set aside. These restrictions are detailed in the LTFP. The LTFP also aims to maintain prudent levels of funding to ensure the City's capacity to be able to meet any unforeseen emergency requirements while continuing to hold adequate working capital.	
11.	A submission was received from member of the public, on behalf of the Friends of Chippendale requesting additional funding for Chippendale, specifically public domain and infrastructure improvement projects, which are included in an attached Community Action Plan. The submitter would appreciate the opportunity to meet face to face to discuss further.	The City has allocated \$5 million to upgrade the Pine Street Creative Arts Centre with works planned to commence in 2029. Recent projects completed in Chippendale include: - Darlington Activity Centre renewal works – \$750k completed late 2024 - Peace Park, Chippendale upgrade – \$1m completed mid 2023. Pine Street Creative Arts Centre is a dedicated arts space offering workshops in ceramics, printmaking, jewellery, drawing and painting. Sessions are available for adults, young people and children. The centre was closed for 3 months for some essential building works but will reopen end of June 2025. Further information on the programs will soon be available here: https://whatson.cityofsydney.nsw.gov.au/programs/pine-street-creative-arts-centre Darlington Activity Centre is situated close to transport, Sydney University and the nearby Redfern Community Centre. It is suitable for a wide range of community events, activities and meetings. The indoor space for hire has access to an undercover outdoor area and garden area with fixed seating. A separate section of the outside area on the corner of Boundary and Ivy Streets is available for use by the community during opening hours without the need to arrange hire. The centre was reopened on Friday 14 December 2024 and is well used by the community for a range of activities through a venue for hire arrangement. These include the Darlington Stitch Society, music rehearsals, a therapy group, recreational hobby competition, board meetings, meetings and activities of the Friends of Darlington, folk singing, pranic healing sessions, community and gardening group meetings, a community parent play group, community potluck events and more. For more information see here: https://www.cityofsydney.nsw.gov.au/hireable-indoor-spaces/darlington-activity-centre City staff will meet with representatives from the Friends of Chippendale to further discuss their Community Action Plan.	That the submission is noted with no change to the documents as exhibited.
12.	Five submissions was received from members of the public supporting the submission by Friends of Chippendale.	Noted. Refer to the submission 11 response.	That the submission is noted with no change to the documents as exhibited.
13.	A submission was received from member of the public requesting: - reduction in speed limit to 20km/h in Chippendale - speed restrictions, bumps and traffic calming solutions to eliminate transit traffic 1 month (rather than unlimited) parking spaces, especially around Dangar Place - paving at key junctions such as Buckland-Daniel Street, similar to what is being done around Redfern, and - supporting the Friends of Chippendale submission.	- Transport for NSW are the authority responsible for setting speed limits. - The City will continue to work with the NSW Government to implement 30 km/hr speed limits in the city centre, high streets, residential streets and around childcare centres, schools and universities, and health establishments, and progress a maximum of 40 km/hr speed limits elsewhere. - There is no parking restriction available to limit parking to one month in a particular location. We manage parking in accordance with the City's Neighbourhood Parking Policy. Residents are encouraged to discuss the benefit of Timed Permit Parking with neighbours in the street. - and 5. City staff will meet with representatives from the Friends of Chippendale to further discuss their Community Action Plan and the items raised in this submission.	That the submission is noted with no change to the documents as exhibited.

No	Background	Response	Recommendation
14.	A submission was received from a member of the public, - supporting the Friends of Chippendale submission, and - requesting increased expenditure in Chippendale and Darlington be funded from developer contributions.	- Noted. See response to Submission #10 - Issues related to development contribution payments and expenditure go beyond the scope of the exhibited material. The City of Sydney Development Contributions Plan 2015 (the Plan) applies to the area in question. The Plan defines the geographic area where a development contribution is required, what type of development it applies to and how contributions are calculated. Contributions are levied on new development in accordance with the Plan, and the Plan clearly sets out the types of developments that can be excluded from the need to pay a contribution. This approach means that contributions are levied on a fair and consistent basis. The Plan also contains a Schedule of Works (See Appendix F) which sets out all the infrastructure that the Council will provide for, using contributions collected under the Plan. Development contributions can only be spent on infrastructure listed in the Schedule of Works, as this is the infrastructure that the Council prioritised for delivery at the time the plan was prepared and approved by Council and the NSW Government. Being a plan prepared under s7.11 of the Environmental Planning and Assessment Act 1979, the Plan must demonstrate that there is a relationship between anticipated development and the demand for local infrastructure. The Plan demonstrates this relationship on a Precinct wide basis. It is not the case that contributions paid by specific developments are always spent in the immediate locality of that development. The contributions collected are spent on infrastructure that is listed within the Schedule of Works and is within the Precinct that the development is in. Also, contributions can be “pooled” to enable the efficient delivery of works within the Plan, rather than having multiple pots of contributions allocated to individual projects and needing to wait until there are sufficient funds available to proceed with delivering works. The City’s Development contributions register contains information on monetary development contributions levied and paid over the past 7 years. The City’s annual reports also contain information on contributions expenditure over the course a financial year, including project descriptions and the contributions expended. Information on contributions expenditure in the 2023/24 financial year can be found in the Statutory Returns document of the City’s Annual Report 2023/24.	That the submission is noted with no change to the documents as exhibited.
15.	A submission was received from member of the public: - supporting the Friends of Chippendale submission - requesting swales/footpath widening to prevent ride-shares from parking and idling in driveways - requesting expansion of Peace Park to enable complete or partial closure of the Buckland Street – Myrtle Street intersection - introduction of parking restrictions in East Chippendale - designated special Uber/ride-share/rental car parking/idling zones (outside commercial not residential properties) - installation of noise cameras in Buckland, Myrtle, Pine and Shepherd streets - restriction of heavy vehicle from entering West Chippendale between 9pm and 9am - including garbage trucks and street-cleaning vehicles. - improved storm water drains in Buckland and adjoining streets - making West Chippendale a calm-light zone e.g. reducing height of street lights to first floor level. - Requesting a bicycle path in Buckland Street, and - Installation of traffic lights on the intersection of Myrtle Street and City Road.	City staff will meet with representatives from the Friends of Chippendale to further discuss their Community Action Plan and the items raised in this submission.	That the submission is noted with no change to the documents as exhibited.

No	Background	Response	Recommendation
16.	<i>A submission was received from member of the public requesting:</i> <i>1. beautification of Shepherd Street near Broadway</i> <i>2. footpath repair in Rose Street</i> <i>3. cyclist dismount sign at Broadway and Shepherd Street</i> <i>4. more plantings, preferably in pots</i> <i>5. a reduction in illegal dumping in Chippendale</i> <i>6. more plantings, preferably in pots, and</i> <i>supporting the Friends of Chippendale submission.</i>	<i>City staff will meet with representatives from the Friends of Chippendale to further discuss their Community Action Plan and the items raised in this submission.</i>	<i>That the submission is noted with no change to the documents as exhibited.</i>
17.	<i>A submission was received from the Red Cross requesting clarification about security bonds for the hire of the Marconi Room.</i>	<i>The security bond fee increased from \$2,500 to \$3,000 in 2024/25 fees and charges. There will be no change in this fee in 2025/26.</i> <i>The submitter was contacted and clarified their enquiry was in relation to Marconi Room screens and staffing rather than about the fees for this service.</i>	<i>That the submission is noted with no change to the documents as exhibited.</i>

Attachment C

**Register of proposed changes to Draft
Integrated Planning and Reporting documents**

Attachment C – Register of proposed changes to draft Integrated Planning and Reporting documents

Some edits are proposed to the integrated planning and reporting documents as exhibited. These are outlined in the tables below and are included in the versions presented to Council for adoption.

Categories of edits listed in the tables include: statutory change, staff feedback, update, correction, additional information and clarification.

Not included in the tables below are changes in line with the City's editorial guidelines including de-capitalisation (changing from upper to lower case), improving consistency of references to "City of Sydney" or "City of Sydney local area", replacing spelt numbers with numerals, removing or adding full stops, commas and ampersands, and document design updates such as resizing tables, page breaks and refreshing images and diagrams.

Also not listed are grammar / language improvements for readability, and minor edits to align wording between the Community Strategic Plan Delivering Sustainable 2030 2050, the Delivery Program 2025-2029, the Operational Plan 2025/26 and the Resourcing Strategy 2025.

Edits proposed to documents that have been exhibited

Ref No	Impacted documents and page number	Issue / action	Category
1.	Aboriginal and Torres Strait Islander Statement in operational plan, delivery program and community strategic plan	Added reference to 2025-2028 Stretch Reconciliation Action Plan to Aboriginal and Torres Strait Islander statement: <i>2025 we adopted the stretch reconciliation action plan for 2025 to 2028 which builds on the City's previous reconciliation action plans, aiming to foster stronger relationships with Aboriginal and Torres Strait Islander communities and further the City's reconciliation journey.</i>	Additional information
2.	Community strategic plan delivering sustainable Sydney 2030-2050 p.92 Delivery program - Appendix 1 Integrated Planning and Reporting – Assessing progress p.24 Operational plan – Strategic direction 7 measures p.63	Target for measure "Value of spend with Aboriginal and Torres Strait Islander businesses" updated to align with stretch reconciliation action plan 2025–2028 adopted 12 May 2025. Operational plan target: 2025/26 \$2.4m Community strategic plan and Delivery program appendix 1 targets: \$2.4m in 2025/26 \$3.0m in 2026/27 \$3.5m in 2027/28	Update

Ref No	Impacted documents and page number	Issue / action	Category
3.	Delivery program pp. 19 – 24	Updated details of panels and committees.	Correction
4.	Delivery program - Appendix 1 Integrated Planning and Reporting – Assessing progress	Added an introduction. Added Community Strategic Plan Delivering Sustainable Sydney 2030–2050 10 target descriptions to first table. Corrected some trend arrows.	Clarification / additional information / correction
5.	Delivery program - Appendix 1 Integrated Planning and Reporting – Assessing progress p.29	Updated City of Sydney gross regional product	Update
6.	Operational plan – strategic direction 1 measures p.35	Addition of a new measure to support compliance with the amended <i>Privacy and Personal Information Protection Act 1998</i> . Details are: <i>Delivery Program Action: Optimise governance, risk and audit frameworks</i> <i>Measure description: Data breaches reported to the Mandatory Notification of a Data Breach Scheme</i> <i>Unit: No</i> <i>Target / Trend: –</i> <i>Responsibility: Legal and Governance</i>	Staff feedback
7.	Operational Plan - Fees and charges	Companion animal fees (pp.31-32) have been updated. Other changes to statutory fees and charges will be updated as and when notified.	Statutory change
8.	Operational Plan - Fees and charges - Schedule of Fees and Charges – Crane Operations p.37	Amendment to unit of measure for two fees, to reflect actual practice: Usage fee for the City's contractors changed to 'per day or part thereof' (from 'per year or part thereof') – for consistency with usage fee for all other applicants. Fee to amend application – changed to 'per amendment', consistent with practice; not a fee charged on a daily basis.	Correction

Ref No	Impacted documents and page number	Issue / action	Category
9.	Operational Plan - Fees and charges - Schedule of Fees and Charges – Parking Stations – 38 Sussex Street Sydney p.70	Removal of all fees for permanent and casual bicycle parking, as the implementation of this facility is not proceeding in 2025/26.	Correction
10.	Operational Plan - Fees and charges - Schedule of Fees and Charges Cleansing & Waste – Plant and Labour – Plant hire p.72	Restoration of (previously existing) fee: 2 Tonne Tipper / Response Truck; omitted in error	Correction
11.	Operational plan - Schedule of fees and charges – Cleansing and Waste – Domestic Waste Charges p.73	Remove 2 domestic waste fees included in error. <i>Domestic Waste Charge – Limited Service dropoffs Domestic Waste Charge – Reduced Service</i>	Correction
12.	Operational plan - Schedule of fees and charges – Cleansing and Waste – Stormwater Management Service Charge p.74	Cleansing & waste - stormwater management service charges incorrectly shown as nil. Updated to align with charges listed in Operational Plan - Statement of Revenue policy – Rates section p.106	Correction
13.	Operational Plan - Fees and charges - Schedule of Fees and Charges Community Hall Hire - Standard Hire Rates p.83	Update unit of measure to 'per hour' (from 'per hire'), for Sydney Park Pavilion (Alan Davidson Facility) for consistency of charging basis, with other community halls and facilities.	Correction
14.	Operational Plan - Fees and charges - Schedule of Fees and Charges - Community Hall Hire – Additional charges p.86	Election Day Surcharge - update unit of measure to 'per day' (from 'per election') to clarify charging basis.	Correction
15.	Operational Plan - Fees and charges - Schedule of Fees and Charges - Recreation / Community Centres - Ultimo Community Centre - Court Hire - Community p.86	Update unit of measure to 'per person, per hour' (from 'per person, per hire') to clarify charging basis; should be consistent with standard court hire rates.	Correction

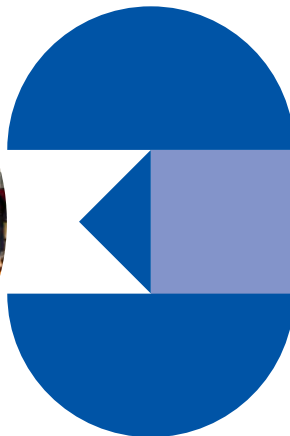
Ref No	Impacted documents and page number	Issue / action	Category
16.	Operational plan – Fees and charges p.110 Operational plan - Schedule of fees and charges - Civic Spaces – Sports Fields – Parks (Additional Charges) p.142	Addition of text to address recovery of expenses or losses incurred due to cancellation of hire contracts (re venues, civic spaces, sportsfields, parks): <i>“Where the booking of a Council facility, including (but not exclusive to): venues, civic spaces, sportsfields or parks) is cancelled, Council’s terms of hire provide that, in certain circumstances, Council will recover expenses or losses incurred as a result of the cancellation, from the hire charges received.”</i> Removal of cancellation charges from schedule of fees and charges relating to: Civic Spaces / Sports Fields / Parks - (Additional Charges).	Correction
17.	Operational Plan – Glossary	Addition of the following glossary entry: Local area – refers to the City of Sydney local government area. May also be referred to as the ‘City of Sydney local area’, ‘our local area’ or ‘the local area’.	Additional information
18.	People Strategy – Workforce Profile 2023-2024 p.18	Table headers updated to correct years.	Correction
19.	Asset Management Strategy – Appendix A Asset Management Policy p.36	Addition of 2024 review and adoption date which was omitted in exhibition version.	Correction
20.	Appendix 2 to Fees and Charges – Civic Spaces, Parks and Sporting Fields, Appendix 2-4	Addition of 5 Civic Spaces omitted in error - Loftus Street - Martin Place - Pitt Street Mall - Queens Square - Sydney Plaza	Staff feedback

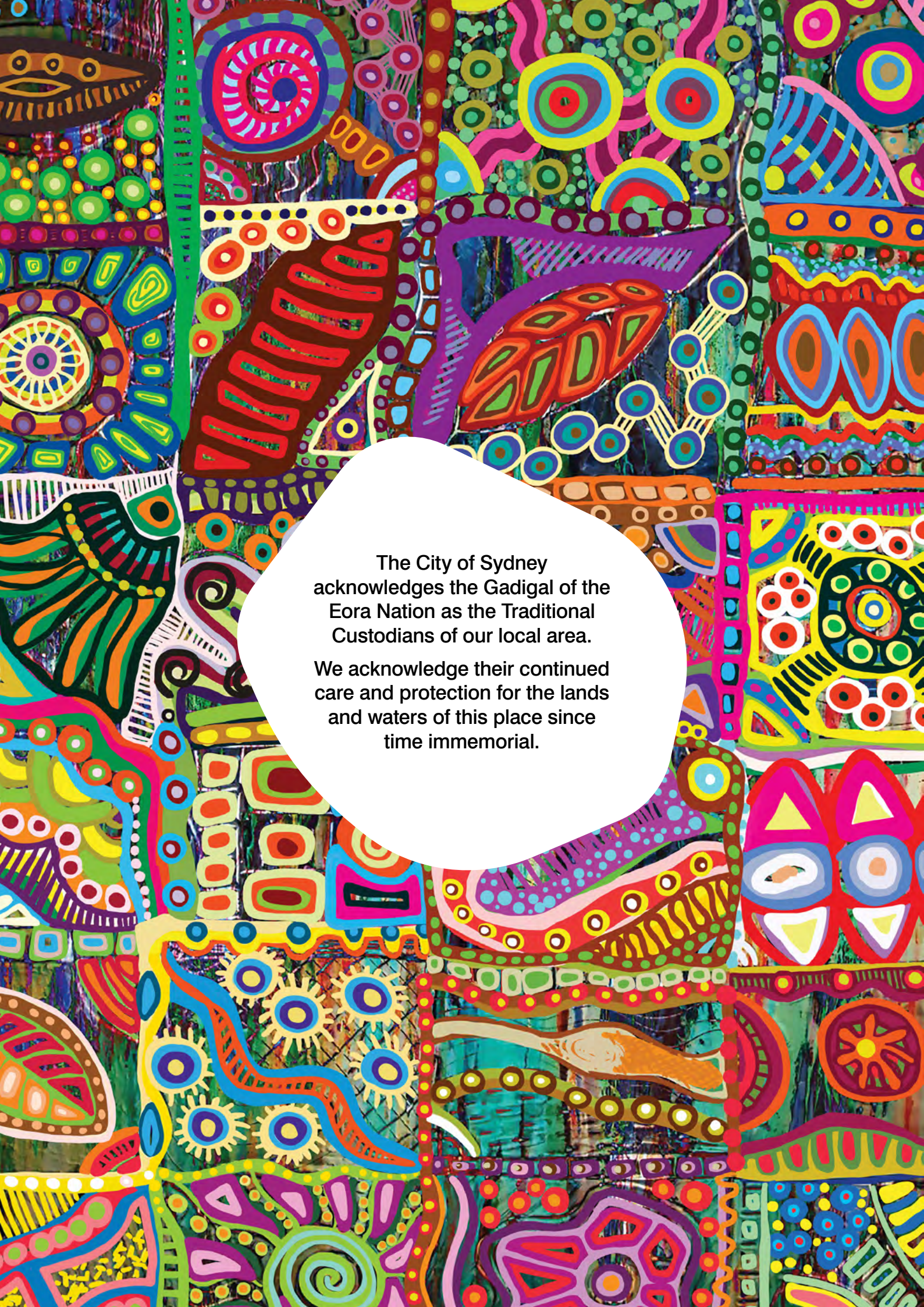
Attachment D

**Community Strategic Plan Delivering
Sustainable Sydney 2030-2050 (2025 update)**

Community Strategic Plan Delivering Sustainable Sydney 2030—2050

2025 update





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

We acknowledge their continued
care and protection for the lands
and waters of this place since
time immemorial.

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Artwork (left): Kim Healey, *Jagun* (detail), 2022



Hyde Park, City Centre
Photo: Mark Metcalfe/ City of Sydney

Message from Lord Mayor Clover Moore



Successful cities create a clear long-term vision and develop plans to achieve it. By looking to the future and aligning common goals, businesses are confident to invest, all levels of government work together on providing essential infrastructure and services, ensuring the economy and local communities thrive.

That is what we've done in Sydney. When I became Lord Mayor in 2004, we set out to create a long-term plan to reflect the shared goals of our communities. After extensive community consultation and research and working with many of the world's best urban thinkers and strategists, we adopted Sustainable Sydney 2030 in 2008.

It set out ambitious climate, economic, social and cultural goals. It has shaped everything we've done at the City of Sydney, including reducing emissions by 26% and embarking on an ambitious greening program.

George Street's transformation into a pedestrian boulevard with light rail – an idea many thought impossible – is now complete. It's changed how people get around and experience the city while creating space for outdoor dining.

Light rail should be rolled out further. A line is needed down Parramatta Road and through to Green Square, where we have invested \$1.3 billion in public infrastructure to create a new town square and unlock \$13 billion in private development. We have created a liveable neighbourhood for today's residents and those to come in future decades.

Our city's productivity, liveability and sustainability has been transformed, and we must continue this work. So, we extended our long-term vision and set the course to 2050.

Sustainable Sydney 2030–2050 Continuing the Vision responds to all that we heard from a comprehensive and award-winning engagement program that included residents, businesses, workers and visitors to our area.

We heard that we need to continue our environmental leadership, that support for a future focused and innovative economy is important, and that an affordable and inclusive city which welcomes everyone is imperative. We also heard that culture and creativity are essential, alongside increased greenery and spaces for people to connect, and that we need to provide adequate walking, cycling and public transport links. The community expects this work is carried out by good governance and stewardship.

This community strategic plan is a crucial guide for implementing our renewed vision. It will be followed by more detailed strategies and plans and importantly, the long-term financial plan for the City of Sydney.

I am honoured to lead a city that accelerates climate action and prioritises creativity, culture and a more just and inclusive society – one with capacity to adapt and thrive. I am proud of this plan – the community's plan – which guides all we do to ensure the future success of Sydney.

Clover Moore AO
Lord Mayor of Sydney

Message from the CEO Monica Barone



We've been working toward the sustainable development of our city since 2008 when we adopted Sustainable Sydney 2030. As the City of Sydney's chief executive officer during this time, I'm proud of all we've achieved for our communities.

Sustainable Sydney 2030–2050 Continuing the Vision builds on those achievements and sets out the vision for our city over the coming decades. This vision expresses the values of our communities and their aspirations. It reflects the results of a comprehensive, award-winning community engagement program. It's informed by global and local trends, and our analysis of the latest data and scientific information to set our climate targets.

This community strategic plan sets out how we'll implement and achieve our renewed vision for the city on behalf of our communities.

As a leading city government, it's essential we're transparent and hold ourselves to account for the commitments we make on your behalf. We've set 10 ambitious targets against which we'll measure and report our progress. In each of our 10 strategic directions we've articulated the outcomes we'll set out to achieve by 2050, including the measures we'll use to show our progress along the way. We'll also continue to report on broader measures of community wellbeing.

Our targets respond to your aspirations for a city that is an environmental leader, responding to the climate emergency. A city where resilience is embedded, and our communities are connected and inclusive. A city that is also prosperous, culturally alive and vibrant – one where everyone has an opportunity to share in its success.

Achieving this vision calls for commitment and action from all of us. The actions we take through partnerships with organisations and as individuals, will help realise this shared vision for our city to 2050.

My role as CEO is to ensure the City of Sydney provides the governance and stewardship required to meet our commitments and the needs and expectations of our residents, businesses and visitors, now and in the future. This requires a proactive approach in connecting and coordinating local partnerships to address complex social issues, which demands collaboration between many stakeholders. We play an important role in these partnerships by bringing together community members, various levels of government, the private sector and community organisations.

As a local government organisation we're always looking to improve how we engage with and support our communities. This means continuously evaluating and refining our efforts to ensure we're not only meeting current needs but also building a foundation for future success. Alongside the services we provide, we want to create an environment where partnerships thrive, ensuring the diverse needs of our communities are met in a holistic and effective way. These collaborative efforts will better position our city to meet the evolving challenges of our time and make the City of Sydney a more inclusive, resilient and vibrant place for everyone.

In a changing and uncertain environment, our work to ensure the City of Sydney is a strong, capable and financially sustainable organisation has never been more important. This foundation underpins Sustainable Sydney 2030–2050 Continuing the Vision, which we aim to achieve through this community strategic plan on behalf of our communities.

Monica Barone PSM
Chief Executive Officer

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 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'll 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 Cove which began in 1788 had far-reaching and devastating impacts on the Eora Nation. Longstanding ways of life were disrupted by invasion and Aboriginal people's 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're laying the groundwork for a future that embraces all Australians. A future based on genuine engagement, mutual respect and shared responsibility for the 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're 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've documented many of these in Barani / Barrabugu (Yesterday / Tomorrow), a free walking tour guide about 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's part of our commitment to celebrate the living cultures of First Nations peoples.
- 2015: we adopted our first 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: the Stretch reconciliation action plan built on our success and extended our actions. It has led to increases in employment of Aboriginal peoples, spending with Indigenous businesses and Aboriginal and Torres Strait Islander cultural learning activities for all employees.
- 2024: we opened the local Aboriginal knowledge and culture centre at 119 Redfern Street, completing another project from our Eora Journey commitments. This provides a place for local Aboriginal and Torres Strait Islander communities to gather, share and support their needs.
- 2025: we adopted the stretch reconciliation action plan for 2025 to 2028 which builds on the City's previous reconciliation action plans, aiming to foster stronger relationships with Aboriginal and Torres Strait Islander communities and further the City's reconciliation journey

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, Reko Rennie in collaboration with young local artists (2016)
Photo: Adam Hollingworth / City of Sydney

Inclusion and equity statement

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

Aboriginal and Torres Strait Islander peoples, and the Gadigal of the Eora Nation as the Traditional Custodians of this local area are valued.

Sydney's multicultural society and the many languages, traditions, religious and spiritual practices of the people who call the city home are valued.



Celebrating Wear it Purple Day
Photo: Katherine Griffiths / City of Sydney

Together 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. People of diverse sexualities and genders and intersex people are respected.

Together the contributions made by all individuals to the city's 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.

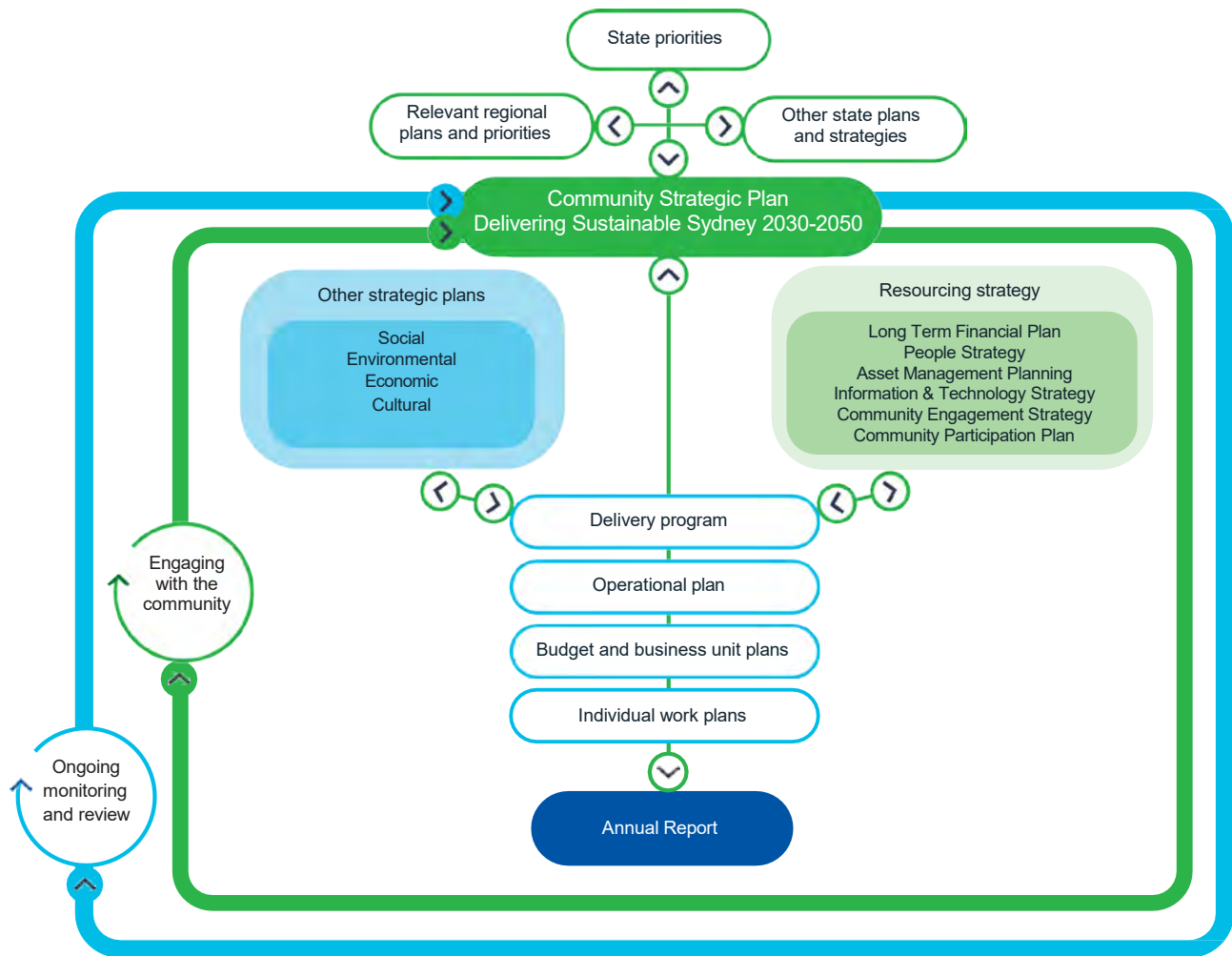
Our work with communities strives to eliminate discrimination and mitigate disadvantage, to actively remove barriers to inclusive participation and to promote relationships that are based on understanding and respect.

Our communities expressed the same aspirations when we engaged them on the vision for the city to 2050. 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.

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.

About this plan



In June 2022, Council adopted Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (community strategic plan).

The integrated planning and reporting framework provides the mechanism for implementing Sustainable Sydney 2030–2050 Continuing the Vision. The community strategic plan is the highest-level plan in this framework.

The City of Sydney developed this plan with, and on behalf of our communities, which guides all our other strategies and plans.

This plan identifies the community's main priorities and aspirations and includes the strategies we can take to achieve these. It takes a long-term view, identifying issues and opportunities to be addressed in the city over the next 3 decades.

The plan is updated every 4 years in line with NSW Government requirements and when it needs to adapt to changing circumstances and community aspirations.

The NSW Government is reviewing and updating their priority policy areas. The community strategic plan aligns with current NSW Government economic, social, environmental, cultural, transport and land-use strategies. These plans and strategies are available on the NSW Government website [here](#).



1. Where are we now?

For each direction we set out community priorities and aspirations, the current situation in our city, the issues affecting our communities and why we need to act.

The plan identifies 7 global trends affecting cities, and Sydney specifically, that we respond to in this plan.

2. Where do we want to be in future?

Each direction includes a section on 2050 outcomes that describe the future our communities aspire to.

3. How will we get there?

The plan also identifies supporting strategies for each direction. Each of these strategies sets out detailed actions to help achieve the community's priorities and aspirations.

4. How will we know we've achieved our goals?

Ten overall targets will measure the transformation of the city, with progress reported in the annual report. Progress for each objective will also be measured and reported every 4 years in the state of our city report.

People looking at the City Model
inside Customs House
Photo: Josef Nalevansky / City of Sydney

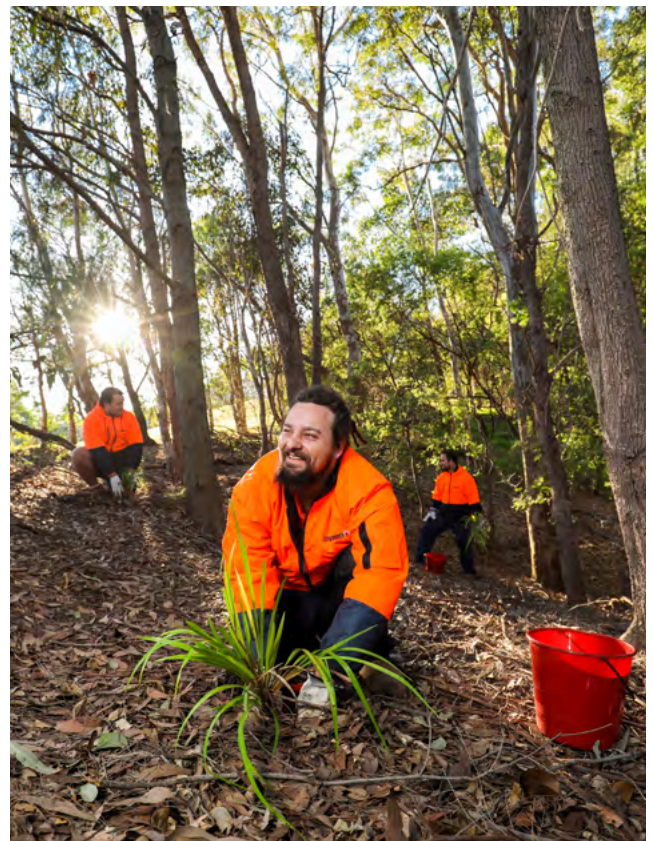
Supporting plans and strategies

The City of Sydney will work towards meeting community priorities and aspirations through plans and strategies developed within the integrated planning and reporting framework.

The delivery program identifies the actions Council will take over the next 4 years that support the community strategic plan outcomes. The operational plan is an annual plan with more details of individual activities. It includes the City of Sydney revenue policy for rates and annual charges, the fees and charges schedule, and other relevant budget information.

The long-term resourcing strategy ensures the City of Sydney has adequate resources to achieve the planned outcomes it's responsible for, while maintaining the long-term sustainability of the organisation. The resourcing strategy has 5 components:

- Long term financial plan: a 10-year plan that identifies current and future financial capacity of Council to act on the aspirations of the community strategic plan, including providing high quality services, facilities and infrastructure to the community.
- People strategy: identifies the City of Sydney's current and future workforce needs. It ensures the workforce has the capacity and capability to create the outcomes in the community strategic plan.
- Community asset management plan: ensures appropriate standards for maintenance and renewal of key assets under City of Sydney care and control. This plan provides details of the status and resource requirements of these assets.



City of Sydney staff plant shrubs in Sydney Park
Photo: Katherine Griffiths / City of Sydney

- Information and technology strategy: sets the information and communication technology direction and priorities for the City of Sydney, which are aligned with the community strategic plan, community needs, and government information and data policies. The plan guides decision making, priorities and investment.
- Community engagement strategy and community participation plan: a framework for how the City of Sydney consults diverse communities, collaborates, involves and empowers people to take part in shaping the future of their city. The community participation plan includes information on strategic planning, development assessments and how to engage with Council on land use planning matters.

Roles and responsibilities

The community strategic plan sets out community priorities and aspirations for the local area. It will take everyone working together to achieve the desired outcomes and our targets.

The City of Sydney has a critical role in delivering 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 reach our targets and achieve the desired outcomes.

We'll enter formal partnerships, sponsorships, agreements and memorandums of understanding as needed, and we may set up less formal arrangements and collaborations at other times. Many other levels of government and organisations are responsible for delivering projects, programs and services that contribute to our outcomes and targets.

Reference and advisory groups will provide specialist advice to guide this work.

The City of Sydney's roles under this plan include:

Advocate	We act as an advocate on behalf of our communities, giving voice to their needs and aspirations. We 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 our communities.
Capacity builder	We work with communities and community organisations, building connections and strengthening their capacity to respond to their needs.
Communicator	We provide timely, accurate, inclusive and inspiring information to the people involved in our programs, projects and services, and we engage them in conversations about the work we're doing.
Convenor and facilitator	We bring together all the forces essential for the success of the city, including governments, civil society, businesses and academia to achieve outcomes with and for our communities.
Funder	We provide funding to support innovation, contribute to collaborative initiatives and provide support to communities and organisations.
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.
Networker	We engage in local, national and global networks to share and develop expertise in urban issues.
Planner	We use our professional expertise in city planning and program and service provision to carry out research and collaborate with communities and stakeholders to develop and evaluate ways to resolve identified issues.
Provider	We provide a range of infrastructure, facilities, programs and services for the benefit of the city and our communities.
Role model	We lead by example in how we run our organisation, manage our assets and engage our employees.
Thought leader	We commission and publish thought leadership and research on economic, social, environmental and cultural issues and develop solutions relevant to the city and our communities.

Seven global trends



As we plan for the city in the decades to 2050, the world is changing. These changes can be abrupt shocks, such as pandemics, bushfires and international conflicts. They can also be gradual changes over decades, such as increasing social inequality and climate variability.

In developing this plan, we considered 7 global trends that will have a considerable influence on the future of cities, particularly Sydney.

- 1 Climate emergency
- 2 Housing affordability and cost of living
- 3 Density and demographic change
- 4 Rapid advances in technology
- 5 Trust, social polarisation and truth
- 6 Social isolation and connectedness
- 7 Economic transition

These trends will impact our environment, our economy and how we all live and interact with each other. While there are challenges with each trend, there are also opportunities.

Our response to these dynamic issues – through our strategic directions – aims to ensure our communities can face the challenges and share the benefits of the opportunities ahead.



Contemporary new residential apartments, Green Square
Photo: Adam Hollingworth / City of Sydney

Image (left): Rally for action on climate change
Photo: Katherine Griffiths / City of Sydney

1

Climate emergency

The United Nations climate reports state that human influence on the climate is clear, and recent emissions of greenhouse gases from human-related activities are the highest in history.

Since 2023, global temperatures have already reached 1.5°C above pre-industrial levels. The Glasgow Climate Pact¹ outlines that limiting global heating to 1.5°C requires deep cuts to greenhouse gas emissions, including reducing carbon dioxide emissions by 45% by 2030 and reaching net zero by around 2050.

Australians are already experiencing climate change, with more frequent and intense droughts, bushfires, floods, heatwaves and storms. While climate change is impacting our weather systems, it's also affecting our ability to produce food and how we live alongside other species.

To restore a safe climate where future generations can survive and flourish, we need to respond with urgent, unprecedented action.

Cities are a critical part of the solution. More than half the world's population already lives in urban areas. By 2050 this could increase to two thirds. Our cities now generate 80% of all gross domestic product alongside 75% of carbon emissions from final energy use.

If managed well, the transition to zero-carbon, climate-resilient cities will provide economic opportunities and improve our quality of life while also addressing the global climate emergency.

2

Housing affordability and cost of living

Recent decades have seen a decline in housing affordability across global cities. There are many factors affecting access to housing and goods and services, such as labour markets, housing prices, supply chains and local economies.

The housing crisis has been exacerbated by the cost-of-living crisis that saw inflation reach record highs in 2022². Recent research has found no housing in Greater Sydney is affordable to buy for someone on the NSW median income³, a trend that intensifies with proximity to Sydney's city centre. In the City of Sydney area, median weekly rent for a 2-bedroom unit rose by 32% from \$710 in 2022 to \$939 in 2024⁴.

We know unaffordability creates barriers to full participation in the social, cultural, economic and political life of a city. A high cost of living impacts the health and wellbeing of our communities by preventing access to safe housing, adequate food, daily services and technology. Those most affected include people relying on uncertain incomes, those who are unemployed or have ill-health, and people with disability or caring responsibilities. People whose incomes don't keep up with rising costs can also become displaced from their local areas and communities.

Our communities have told us they value living in neighbourhoods that are welcoming and inclusive of people from diverse backgrounds. To create a city where everyone is included and can thrive, the City of Sydney takes a leading role to advocate and tackle the city's housing challenges and cost of living pressures.

Density and demographic change

Cities accommodate growing populations in higher density neighbourhoods to ensure all residents have good access to open space, infrastructure and services, while protecting the environment and increasing tree canopy cover.

Sydney prides itself on being home to an incredibly diverse population. As our population grows, the demographic make-up of our communities will shift. The city has a uniquely young population with a median age of 34 and smaller average household sizes when compared to Greater Sydney.

A growing and changing population requires us to balance the needs of both current and future communities. We must ensure the qualities people value in our area are not compromised by future growth. This can be challenging when deciding on development scale, the types of activities near residences, and how to preserve heritage and neighbourhood character.

Well-designed high-density buildings and neighbourhoods play an important role in supporting changes due to population growth. High-density housing needs to be located close to transport and amenities. It also needs to incorporate good design qualities such as access to green space, natural light and good ventilation.

These principles of good design ensure our communities retain their sense of connection to place in high-quality, liveable neighbourhoods. The right policy settings will ensure the desirability of these liveable neighbourhoods doesn't undermine access to diverse housing options. When these factors are balanced, new development meets current and future community needs.

Rapid advances in technology

Extraordinary technological advances will continue to impact our communities over the coming decades. Technology has great potential to enrich and improve people's lives, but also comes with risks and can represent a danger when misused. It can quickly evolve and have long-lasting positive and negative impacts. It can significantly shift economies towards their sustainability and resilience goals, but it can also worsen the 'digital divide'⁵ between those who have access and opportunity and see the benefit of digital engagement, and those who don't.

For example, recent advances such as artificial intelligence have improved efficiency in the home and workplace by automating and simplifying tasks. But for creative industries, generative AI challenges the way original creative content is valued. And for the broader community, generative AI is making it harder to tell what is fact or fiction online, leading to rising concerns about misinformation.

We also know our communities are concerned about the privacy and security of their information. When advancing technologies are abused, the potential for data leaks and scams represents a danger to the community, especially those who have lower digital literacy, such as older people and people from multicultural communities.

Concerns about emerging technologies are held across our communities – around their safety online and their ability to share in the benefits and opportunities technology offers. Digitally excluded people miss out on social and economic benefits that connectivity provides. While we don't yet know what the next major advances will be, we need to remain responsive to changes and be prepared to support our communities to safely and confidently engage with new technologies.

Trust, social polarisation and truth

Around the world, the distribution of power between governments, businesses and communities continues to shift. Research shows that communities expect more transparency in the way governments and businesses operate, with clearer governance and recognition of how decisions that impact communities are made.

Power imbalance weakens social resilience, erodes trust in institutions, political leaders, and one another. In a highly political and consumable media environment, divisions based on culture, economics and political affiliation can deepen due to the way complex issues are framed. These conditions create an environment where populist ideologies and polarisation can spread within and between communities. Research⁶ shows that social cohesion contributes to social resilience – when disaster strikes, communities recover faster by working together. International movements and conflicts impact our communities, prompting us to consider our role in the global society. While they can fuel negative attitudes and discrimination, they can also highlight the resilience of those fighting for justice and equality, inspiring local progress.

In today's world, truth is increasingly contested. Misinformation presents a real risk to evidence-based policy making and undermines trust in good governance and leadership.

The World Economic Forum identified “erosion of social cohesion and societal polarisation” as the 5th most significant global risk in 2023.

To authentically advocate for truth in the decisions we make now, we must address inaccuracies in recordings of the past.

Truth-telling is crucial for healing, reducing division and rebuilding trust. In many situations, understanding and sharing the truth is key to creating a future that includes all Australians even when those truths are difficult to share. For Aboriginal and Torres Strait Islander communities, truth-telling is especially important to build a future based on respect, genuine engagement and shared responsibility for the land.

Social isolation and connectedness

Globally and locally, health has improved in recent decades when measured in life expectancy. But inequality still exists in more nuanced health outcomes. Amid a mental health crisis, there is greater awareness around how health risks affect quality of life as well as length of life. Social isolation and loneliness are considered one such health risk by the World Health Organization. When people are isolated and don't have social or community connections, they're more likely to have poor health outcomes⁷, such as heart disease and dementia, and lower quality of life, including poor mental health.

Some Australians experience higher levels of loneliness than others, including young people, parents, older people and people who live alone. Certain community groups, including Aboriginal and Torres Strait Islander peoples, people of diverse sexualities and genders, and migrants were also found to experience higher levels of loneliness compared to national averages⁸.

Responses to our 2023 wellbeing survey show that 3 in 5 residents in our communities strongly identify with the places where they live, but there's also an opportunity to support our residents to feel more connected with their neighbours and the broader community.

Local community organisations and our community facilities such as libraries, community centres and parks, provide opportunities for people to connect and build relationships. The design of buildings and public spaces in our local area also influences a sense of belonging. We support community organisations and create key infrastructure and spaces to meet the diverse needs of our communities. We also advocate for good social, cultural, economic and environmental outcomes across all levels of government that address social isolation and create community connection.

Economic transition

City economies are constantly changing, but major shocks like the pandemic force us to reflect on how these changes impact different communities.

The pandemic highlighted shifts in how we work, both individually and globally. While remote work became more common, giving some workers more flexibility, those in the gig economy faced less job security. This has particularly affected priority communities, worsening their working conditions. The pandemic also revealed our dependence on global supply chains that are subject to disruption by disasters, geopolitical shifts and resource shortages.

Economic change also brings significant opportunities. While cities still have many businesses in their central areas, they're now also being used more by visitors and locals who aren't there for work. These changes are encouraging cities to rethink how people's experiences can make their city more appealing to visitors, skilled workers and investors.

And at an industry level, the path to a more sustainable future is creating opportunities for new and growing industries in a greener economy. A green economy will see many sectors innovating and adapting to different ways of doing business.

The workforce and consumers are impacted differently. The workforce community is experiencing opportunities to upskill, get new jobs, spend more time with family by working flexibly, and build local wealth. And the consumer community is seeing their values reflected in sustainable business and social enterprise, and their neighbourhoods prosper as centres of local economic and cultural activity.



Delivery Rider
Photo: Getty Images

Our national and international commitments and targets

We're part of some of the biggest international agreements on a better future for our planet and people. The aspirations and targets in this community strategic plan align with the National Agreement on Closing the Gap, and leading global agreements between national and city governments on climate, sustainable development and resilience.



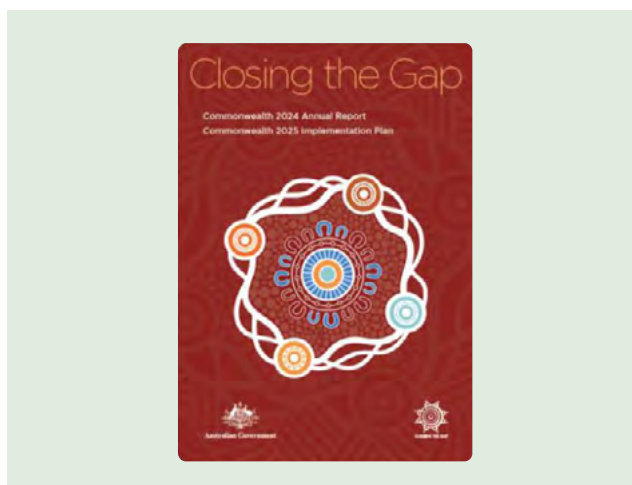
Volunteers attending Sydney City Farm, St Peters
Photo: Damian Shaw / City of Sydney

C40 Cities

In 2007 the City of Sydney joined the C40 Cities network of nearly 100 cities representing just under 600 million people and 22% of the global economy. These cities collaborate, share knowledge and drive meaningful, measurable and sustainable action on climate change.

C40 cities are committed to using an inclusive, science-based and collaborative approach to cut their fair share of emissions in half by 2030, help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities.

Image (left): Parramatta, 100 Resilient Cities Sydney tour.
Photo: Damian Shaw / City of Sydney



Commonwealth Closing the Gap 2024 Annual Report and 2025 Implementation Plan, featuring artwork by Jordan Lovegrove, Ngarrindjeri

National Agreement on Closing the Gap

The City of Sydney is committed to the National Agreement on Closing the Gap⁹ and taking an active role in achieving its 17 socio-economic outcomes and 4 priority reforms, including one NSW-specific priority reform¹⁰.

The 5 priority reform areas are:

1. Formal partnerships and shared decision making
2. Building the community-controlled sector
3. Transforming government organisations
4. Shared access to data and information at a regional level
5. Employment, business growth and economic prosperity.

Priority reform areas are identified across relevant outcomes within our 10 strategic directions. The aim is to ensure our organisation:

- is culturally safe and responsive
- improves access to locally relevant data for Aboriginal and Torres Strait Islander people
- strengthens pathways to education and employment for Aboriginal and Torres Strait Islander people
- builds the local community-controlled sector
- empowers Aboriginal and Torres Strait Islander people to share decision-making authority with governments.



United Nations 17 Sustainable Development Goals

Sustainable development goals

In 2015 Australia was one of 193 countries to commit to the 2030 Agenda for Sustainable Development's sustainable development goals. The 17 goals provide a global roadmap for all countries to work towards a better world for current and future generations.

The goals aim to balance economic prosperity with reducing inequalities and addressing issues related to biodiversity loss and the impacts of climate change. They have 169 targets against which each country reports and measures their progress.

Australia has much to work on if we're to meet the 2030 targets. The Transforming Australia: SDG Progress Report 2024 stated Australia is only on track to meet around 30% of its 2030 targets – with 34% even going backwards¹¹.

Compared to other nations in the Organisation of Economic Co-operation and Development, Australia has made promising advancements in reducing the gender gap in superannuation, wages and women in parliament (goal 5), renewable energy (goal 7) and greenhouse gas emissions (goal 13). The nation is also doing well on average life expectancy (goal 3), tertiary education attainment (goal 4), average per capita water consumption (goal 6), levels of air pollution (goal 11) and feelings of safety (goal 16).

But increasing inequality threatens the wellbeing of many Australians and the nation's progress on goals 1 (poverty), 2 (zero hunger) and 10 (reduced inequalities). Wealth disparity continues to grow in Australia, with the highest 20% of households holding 63% of the nation's wealth in 2020. Australia's environment continues to raise significant sustainability challenges, with continued declines in threatened species (goal 15), and worsening impacts from natural disasters (goal 13). Australia is falling behind peer nations when it comes to the circular economy and efficient resource use (goal 12).

These goals need considerably more work alongside Australian Government and NSW Government policy changes if we're to achieve the targets by 2030.

The City of Sydney sees achieving these goals as the collective responsibility of business, civil society and all levels of government. Like our previous plan, this community strategic plan aligns with the international sustainable development goals.

Through local actions, we can make a positive contribution to the development of the city and its communities, in line with Australia's global commitment.



Shocks for Greater Sydney

International crisis

- Economic crisis
- War & conflict
- Cyberattack
- Disease outbreak

Natural hazards

- Heatwaves
- Bushfires
- Flooding
- Storms
- Coastal hazards

Critical infrastructure failure

- Energy
- Transport
- Digital networks
- Water
- Waste
- Shelter

Stresses for Greater Sydney

Inequity

- Health services
- Housing
- Transport
- Education
- Cost of living

Wellbeing

- Mental health
- Chronic health conditions
- Racism & vilification
- Family violence
- Social isolation & lack of community connections

Governance

- Fragmented governance
- Reducing social cohesion
- Low trust
- Environmental degradation
- Disrupted supply chains



Resilient Sydney Strategy Launch 2025
Photo: Abril Felman / City of Sydney

Resilient Cities Network and Resilient Sydney

In 2015 Sydney became a member of the Resilient Cities Network, formerly the 100 Resilient Cities initiative, pioneered by the Rockefeller Foundation. It includes 98 member cities in 40 countries that work with city-based chief resilience officers, mobilising communities, city governments, urban practitioners and partners to provide impact-driven resilience strategies and projects.

The City of Sydney is a member of Resilient Sydney and hosts the Resilient Sydney Office.

Resilient Sydney is a collaborative governance network of all 33 Greater Sydney councils, which is funded by them. Its regional steering committee includes representatives from Greater Sydney councils and the NSW Government. The work of the network is guided by the Resilient Sydney Strategy.

The first strategy was adopted in 2018. The current strategy, Resilient Sydney Strategy 2025–2030 is based on comprehensive community engagement and resilience risk assessment carried out in 2023/24. This was funded under the joint Australian Government – NSW Government national partnership agreement on disaster risk reduction.

This community strategic plan has drawn from the strategy to set the direction for the City of Sydney's actions to build resilience of our local area and its networks, infrastructure, assets and communities.

How we engaged our communities

We held more than 90 engagement activities in 2018 to 2019 to allow people to actively contribute to the development of Sustainable Sydney 2030–2050 Continuing the Vision. This included:

- 5,000 people who completed an online survey
- 1,500 people participating in workshops
- 2,200 people talking to us at street pop-ups and libraries
- 300 stakeholders at a one-day summit.

Our engagement process is based on social justice principles of equity, access, participation and rights. Throughout the engagement process, we aimed to create a robust evidence base and reach diverse communities. We sought to elevate the voices of children and young people. We wanted to build consensus for a future vision and be clear about how best to achieve this in partnership with our communities.

In a 3-phase engagement process, we captured a breadth of perspectives and explored transformative ideas. The first phase identified what our communities value. Through community sessions, surveys, pop-up activities, storytelling and workshops, we identified what was important to residents, workers, businesses, students and visitors about the future of the local area.

The second phase generated ideas through a First Nations Dialogue Forum, stakeholder's workshop, Children's Summit and Youth Summit. We also made a public call for ideas.

The third phase was setting up a Citizens Jury, made up of 43 randomly selected residents, workers and citizens from across metropolitan Sydney. Over 6 Saturdays, the jury distilled more than 2,500 ideas from the public into 8

transformative concepts that could be turned into concrete actions and carried out by 2050.

We checked in with communities again through a survey of 2,700 residents and 1,100 businesses on the impacts of the pandemic in May 2020.

We continue to engage our diverse communities on our plans to achieve the vision for Sydney in 2050. Over the past 2 years we've consulted the community extensively to develop new strategies that address key issues including resilience, climate and sustainability, economic development, cultural life, walking and access, affordable housing and food security.

We also asked people what they value most about their local area to develop local neighbourhood visions and plans. And we checked in on the wellbeing of those who live, work or study in our local area to provide current picture of everyday life in our city.



Sydney 2050 primary school summit
Photo: Katherine Griffiths / City of Sydney

What our communities told us

The themes identified as important in our consultation on the future vision for Sydney remain constant. These include being environmentally responsive, having liveable places for people, getting around the city easily, supporting a future focused and strong local economy and lively, culturally engaged communities. In fact, concern about the impacts of climate change and the need for action has increased. There was also an increased desire to ensure there is support for vulnerable people in our communities.

From more than 13,500 pieces of feedback drawn from 27 key consultations carried out between 2022 and 2024, community priorities remain focused on several key areas. These include creating a liveable, sustainable and inclusive city that supports diverse communities, offers accessible public spaces and actively addresses the challenges posed by climate change. While we progress toward implementing specific projects and initiatives, recent consultations have provided more detailed and targeted feedback on our plans and actions designed to achieve these strategic goals.

People expressed strong support for environmental action, particularly through increased urban greenery, renewable energy initiatives and sustainable waste management practices. Community members consistently prioritised safe and accessible public spaces that foster social connections and accommodate diverse needs, from families to older adults.



Inclusion (disability) action plan focus group
Photo: Margaret Sevenhazi / City of Sydney

Housing affordability emerged as a critical issue, with ongoing support for diverse and affordable housing options that prevent displacement and allow people from all backgrounds to live and work in Sydney. Economic resilience and innovation were also top priorities, with people advocating for a city that embraces technology and a green economy, supports local businesses and creates opportunities for emerging industries.

Culture was another significant focus, with people emphasising the importance of affordable, accessible spaces for creative expression and the celebration of Sydney's cultural diversity. There was strong support for inclusive cultural precincts, local events and the representation of diverse voices, including those from First Nations and multicultural communities.

Equity and inclusivity were recurring themes, especially in public space design and community services, where residents highlighted the need for spaces that are welcoming to all, including priority communities.

Overall, these insights reflect a community that continues to be deeply committed to a Sydney that is environmentally responsible, culturally vibrant, socially inclusive and economically resilient.

What our communities value

We worked with our communities for more than 18 months to develop the vision for Sydney in 2050. We began the process in 2018 by asking people to tell us their hopes for Sydney and what excites and concerns them about the future.

This helped us explore the high-level themes, values and issues the community sees as important. Community feedback between 2022 and 2024 shows continuing support for these values.

Overwhelmingly,
our communities
said they want:



Kelly Street and Mary Ann Street cycleway, Ultimo
Photo: Chris Southwood / City of Sydney

1

An environmentally responsive city

Our communities want us to respond to the climate emergency through practical and accessible solutions that make the city more environmentally sustainable and responsive into the future.

This includes:

- reducing carbon emissions
- using resources sustainably, such as water
- increasing reuse, recycling, and more sustainable waste management
- sustainable urban growth, sustainable transport, green spaces and reducing car dependency to lower pollution
- hearing the voices and concerns of young people about the environment because Sydney 2050 is their future.

2

A city for people

Our communities want a safe, healthy and inclusive city that is vibrant, creative and welcoming of everyone.

This includes:

- a city that is green with trees and plants
- quality and accessible public spaces, services and events
- diverse types of housing that are affordable and prevent displacement
- a community that is connected, feels safe and inclusive
- a city with a thriving cultural life.

3

A city that moves

Our communities want integrated, sustainable and accessible transport options for everyone.

This includes:

- prioritising public transport, walking and bike riding
- accessible and reliable public transport, especially for people with disability and older people
- streets and public spaces for people with fewer cars
- a city where people can easily get to where they need to go.

4

A city with a future-focused economy

Our communities want Sydney to be a global leader in innovation, technology and green industries. People want our economic growth and prosperity to be shared by all.

This includes:

- a city optimistic about future opportunities in education, jobs, innovation and the economy
- a city with digital infrastructure that creates new jobs and allows businesses to respond to changing customer needs
- transitioning to a green economy
- ensuring economic growth benefits all sectors of society, including supporting First Nations enterprises, key workers and creatives
- strengthening the night-time economy
- young people who see the future of jobs as automated and highly connected.

5

A lively, cultural and creative city

Our communities want us to protect affordable spaces for artists to live, work and perform. People value highly how art and culture contribute to community identity, health, wellbeing and the local economy.

This includes:

- culture and heritage woven through the city
- bold ideas and a unique identity
- diverse shopping and entertainment options, with vibrant local businesses and thriving main streets
- a lively city, embracing nightlife with more late-night venues and events
- a city where locals and visitors gather for cultural experiences in public spaces
- a city with accessible and affordable spaces for artists and creative workers
- affordable and accessible entertainment options
- a city with diversity across all cultural expressions.



The Ideas Lab to create, invent, or tinker in Darling Square Library.

Photo: Jessica Lindsay / City of Sydney

The community's vision for the future

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



Green

We support a sustainable future where everyone does their part to lessen their impact to the planet by reducing carbon emissions and regenerating the environment around them.

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

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

A regenerative circular economy is driven by new design and manufacturing techniques with producers taking responsibility for the life cycle of their products.

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 its 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 support our city being a leader in our region for just and sustainable growth, creativity and innovation. It has a thriving 24-hour economy and opportunities for all.

It means the real history of our country is acknowledged and truth-telling is 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. The city is an international gateway and leading destination for talent, business and leisure visitors.

We 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 businesses take the lead in transforming to a zero-carbon economy.

Sustained investment in infrastructure, icons, amenities and public spaces support 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

Social, business, cultural and physical connections in the city allow us to reach our full potential and adapt to changes and withstand adversity. It means people look out for one another and feel safe.

Community cohesion is stronger because of 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 in 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.

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 walk and ride 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 local communities.



Ten targets to measure progress

- 1 **By 2035 we will achieve net zero emissions** in the City of Sydney local area.
- 2 **By 2050 there will be a minimum overall green cover of 40%**, including 27% tree canopy cover in our local area.
- 3 **By 2030 residential potable water use will be reduced to 204 litres a person a day** in the City of Sydney local area. Non-residential potable water use will be reduced by 10% from 2018/19 levels.
- 4 **By 2035 there will be a 15% reduction in waste generated** by each person in the local area based on 2023 levels. And by 2035 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.
- 5 **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.
- 6 **By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings** in the local area that include boarding houses and student accommodation. Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable rental and diverse housing with these proportions maintained into the future.
- 7 **By 2036 new cultural production floor space** in the City of Sydney local area will have increased **at least 40,000m²** from 1,212,900m² in 2017.
- 8 **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.
- 9 **By 2030 every resident** in the local area **will be around a 10-minute walk** to what they need for daily life.
- 10 **By 2050 community cohesion and social interaction will have increased** in the local area. This is based on at least 75% of the local resident population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours.

Image (left): Moore Park playing fields
Photo: Jamie Williams / City of Sydney

Six guiding principles

This community strategic plan is centred around 6 guiding principles, based on the values expressed by our communities.

1 We're accountable to the voices and elevate the knowledge and cultures of Aboriginal and Torres Strait Islander peoples

The city strives to reflect the needs and aspirations of Sydney's Aboriginal and Torres Strait Islander peoples and recognise their rights.

We'll work to authentically strengthen relationships with Aboriginal and Torres Strait Islander peoples and help build self-determining communities.

2 We respond to the climate emergency

We respond to the climate emergency by taking bold steps to reduce the city's environmental footprint and ensure we're prepared for the transition to a circular and zero carbon economy.

We plan for the sustainable growth of the city. We step lightly on the planet and support biodiversity and nature in the city.

We promote transformative change in energy generation, resource consumption, water use, transport and climate adaptation. We encourage it to be done in a way that's equitable and inclusive, with no one left behind or bearing an unfair burden because of long-term structural change to jobs and industries.

Our strategies promote climate resilience, and mitigation and adaptation. This includes emissions reduction, renewable energy and helping the community prepare for climate change. Our strategies also promote equity by ensuring communities who are impacted more by climate change are provided with the resources and opportunities to adapt to the changing climate.

3 We build the resilience of our society and economy

Sydney is a place where partnerships between government, business and communities strengthen the city.

We build resilience in our economy, communities, systems and infrastructure to respond, recover and adapt to shock

events and chronic stresses. These include our energy and transport systems failing to cope with extreme weather or other events, and a lack of affordable housing and poorly constructed buildings that fail to meet current safety, quality or sustainability standards.

Among other stresses, our health services are under pressure and some vulnerable communities may be isolated or experience increasing inequity.

4 Our communities are engaged in the governance of their city

Sydney is a democratic city where people of all ages can influence decisions. People are encouraged to be connected and effective community builders.

5 We lead through stewardship and collaboration

The City of Sydney will lead by facilitating social harmony and inclusion while also acting as a steward of the environment and the economy.

In our role as steward, we're required to understand what our communities value and the values we have in common, then act in line with those shared values.

As steward of this city, we'll ensure we embrace innovation and are prepared for change by responding and adapting.

Our communities are also impacted by decisions outside our boundaries. We'll seek to work collaboratively with partners, our neighbours and all levels of government for the benefit of current and future generations.

6 Our organisation is governed responsibly and sustainably

The City of Sydney has a responsibility to balance the needs and interests of current and future generations when it makes decisions.

We'll ensure the organisation has the financial capacity to serve our communities now and in the future.

Fairness and equity, including intergenerational equity, underpin all our choices. High ethical standards, transparency, accountability and the involvement of our communities are integral to the governance of the city.

Image (left): Light Rail outside the Queen Victoria Building on George Street
Photo: Mark Metcalfe / City of Sydney

Ten strategic directions

A framework for action

The following sections set out 10 strategic directions for the community strategic plan.

Each strategic direction covers:

- community priorities and aspirations
- the current situation and why we need to act
- objectives and outcomes by 2050 and how progress will be measured over time
- role of the City of Sydney and key partners
- strategies with detailed actions to support these outcomes.

The responsibility for meeting each strategic direction is shared between the City of Sydney and our partners. These roles will intersect and change under this plan over the next 25 years. Further detail on how we will achieve these strategic directions is outlined in City of Sydney strategies and plans.



Waterfalls by Jennifer Turpin and Michaelie Crawford
Photo: Ethan Rohloff / City of Sydney



1 Responsible governance and stewardship



2 A leading environmental performer



3 Public places for all

Ten strategic directions



4 Design excellence and sustainable development



5 A city for walking, cycling and public transport



6 An equitable and inclusive city



7 Resilient and diverse communities



8 A thriving cultural life



9 A transformed and innovative economy



10 Housing for all

DIRECTION

1

Responsible governance and stewardship



Community priorities and aspirations

Our communities want to be involved in shaping their city and local neighbourhoods, and for the city to be well-governed. Local communities want transparent and accountable government.

They expect in future to have more opportunities to participate in government decisions. They hope local solutions will be created by local people working with government. They expect governments to be more transparent by sharing information to empower citizens in their everyday lives.

Our communities expect all levels of governments to work better together for effective outcomes for the city. They also expect the City of Sydney finds solutions to city and community issues by collaborating with business, academia and community organisations.

A concept the Citizens Jury put forward in our 2050 consultations was a “new model of participatory governance, that genuinely engaged citizens in decision making on all levels, and [that] is responsive and adaptable”.

The jury also recommended our governance model include leadership by Aboriginal and Torres Strait Islander peoples, saying “we want the Traditional Custodians of the land to help shape the city, through active participation in governance that is embedded [and], respectful”.

Through our regular engagement program, which includes consultation on more than 70 projects a year, people are clear about the importance of having a say on decisions that affect their lives. They value the opportunity to learn about the projects that are shaping their city, to hear from each other and to be able to engage both face-to-face and online.

They want engagement to be inclusive, representative and to build relationships. They continue to highlight the importance of being transparent about how community feedback has been considered in the decision-making process to help improve the level of trust in governments.

Image (left): Declaration of the 2024 Local Government Election poll, Sydney Town Hall
Photo: Damian Shaw / City of Sydney

Why we need to act

The challenges that face cities like Sydney are complicated, perhaps more so now than at any other time. The impact of numerous crises in recent years has tested our capacity and resilience, including bushfires, floods and the pandemic.

We need to move faster to a zero-carbon future while adapting to the changing climate, water scarcity, increasing heat and more extreme weather events. These complex issues require integrated, collaborative and sophisticated governance solutions.

Challenges facing growing cities like ours – declining housing affordability, inadequate public transport, worsening traffic congestion and insufficient infrastructure and services – are often attributed to rapid population growth. That is part of the problem.

Governance of our metropolitan area is another contributing factor. When every level of government and government agencies plan in isolation from each other, it results in poorly coordinated infrastructure and services for the community.

Metropolitan Sydney needs new models of governance. Partnership, collaboration and cooperation are essential to achieve holistic outcomes for our communities. Alongside these new models of collaborative governance, we must use a place-based approach in all levels of government to sequence and provide infrastructure and services.

While trust in government and other institutions is diminishing, we must ensure our communities know that our decision making is people-centred, transparent and evidence-based. The City of Sydney will do its part to bring together governments, civil society, businesses and academia to achieve better outcomes with and for our communities.

To meet changing community expectations, our engagement approaches must be fit for purpose. We will continue to build deeper engagement using deliberative processes and new digital opportunities. We must also make it easy for people of all ages and backgrounds to participate. We need to do this while working in partnership with Aboriginal and Torres Strait Islander communities, children and young people as our future leaders, and through inclusive approaches that respect the diverse communities of Sydney.

We need to be clear about the role our communities play in shaping projects and always follow the principles and approaches outlined in our community engagement strategy.

Providing high-quality services, facilities and infrastructure for communities needs to be balanced with planning for long-term strategic projects, often between a consortium of partners.

Sustainable development must be underpinned by a commitment to achieving a sustainable financial position over the long term for government. This means bringing government and business together to cooperate on development priorities, as well as financing and investment models.

A critical challenge for governments across Australia is the misalignment between the growth in demand for services, facilities and infrastructure and available funding. We need to find new ways to meet the service demands of a growing population with proportionately less revenue.

Whether as leaders of business, of civil society or of government, we all have a role to play as stewards of the city.



Youth Summit, one of the ways high school students could have their say on the issues affecting the city and their future during the development of Sustainable Sydney 2030–2050 Continuing the Vision.

Photo: Katherine Griffiths / City of Sydney

City of Sydney's role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Thought leader
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- 33 Greater Sydney councils
- Business community
- Community organisations
- Australian Government
- NSW Government
- Regulatory and standards organisations
- Resilient Sydney
- NSW Reconstruction Authority, formerly Resilience NSW
- Residents
- Peak bodies and member-based organisations
- Council of Capital City Lord Mayors

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- Resourcing strategy (annual)
 - Long-term financial plan (annual)
 - Community asset management plan (annual)
 - People strategy 2022–2026
 - Information & technology strategic plan 2022–2026
- Investment policy (annual)
- Investment strategy (annual)
- Smart city strategic framework (2020)
- Corporate sponsorship policy (2019)
- Grants and sponsorship policy (2022)
- Code of conduct (2024)
- Audit risk and compliance committee charter (2012)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

Implementation of sustainable development goals



Responding to major acute shocks and chronic stresses



Economic Crisis



Cyberattack



War & Conflict



Disease Outbreak



Extreme Heat



Storms & Floods



Bushfires



Coastal Hazard



Disease Outbreak



Energy Network



Waste & Stormwater



Railways



Wastes



Digital Network



Shelter



Health Services



Education



Housing



Cost of Living



Transport



Mental Health



Family Violence



Chronic Health Conditions



Social Isolation



Racism



Fragmented Governance



Environmental Degradation



Reduced Social Cohesion



Global Supply Chain



Low Trust

2050 outcomes

Strategic objective	Outcomes	Monitoring progress
1.1 The City of Sydney and other civic leaders provide effective governance and leadership	Transparent, consistent and ethical decision making ensures the public has trust and confidence in our civic leaders, including the City of Sydney	Specialist advisory panels, committees and working groups established by the City of Sydney Council to assist in decision making
	Climate change considerations are embedded and integrated in all our decisions, anchored in science and incorporate Indigenous knowledge systems, intergenerational equity and social justice	
	Fit for purpose governance systems ensure all levels of government, including the City of Sydney can manage risk, monitor performance and pursue outcomes	
	Conscious and appropriate management of risk and opportunity is core to government, including the City of Sydney's decision making	
	Policies and decisions for our civic leaders are evidence-based	
1.2 The City of Sydney has the capacity, capability, information, data and systems to serve the community into the future	The City of Sydney has played a role in Closing the Gap, is a culturally safe organisation and responsive to the needs of Aboriginal and Torres Strait Islander peoples, including through the services we fund and accommodate in our properties Closing the Gap priority reform 3	Summary of City of Sydney participation in Reconciliation Australia's barometer survey
	The City of Sydney comprises people who are culturally competent and who reflect the diversity of the communities we serve	Closing the Gap priority reform 3
	The City of Sydney comprises empowered and capable employees who serve as champions for the community and the public good	Proactive release of information and data, including with Aboriginal and Torres Strait Islander people, by the City of Sydney
	The City of Sydney is the custodian of information and data on behalf of the community it serves, committed to ethical use, equitable access and proactive publication and sharing. This includes providing data to support Aboriginal and Torres Strait Islander communities to close the gap Closing the Gap priority reform 4	Closing the Gap priority reform 4
	Our systems, resources and capability are responsive to changing service needs	
	The innovative use of data and technology informs, engages, educates and improves services to the community	

Strategic objective	Outcomes	Monitoring progress
1.3 The City of Sydney is financially sustainable over the long-term	The City of Sydney embodies best practice in its approach to corporate responsibility and financial sustainability	City of Sydney operating performance ratio. Benchmark >0%
	The City of Sydney's resources are managed to meet the needs of our communities and remain financially sustainable over the long term	City of Sydney own source revenue ratio. Benchmark >60%
	Robust financial planning, effective asset, resource, procurement and contract management ensure the City of Sydney's sustainable financial position is maintained	City of Sydney building and infrastructure asset renewal ratio (alternate to industry standard). Benchmark >100%
	A diversified income base with innovative financing models ensures the City of Sydney can provide the infrastructure, assets, programs and services for our communities	
	Exploration of different ownership and management models enable social and cultural programs, assets and services to be sustainably delivered into the future	
1.4 The City of Sydney is an active contributor to the governance of metropolitan Sydney	Collaborations with metropolitan councils and other partner organisations take advantage of opportunities and solve urban challenges, including Resilient Sydney	The City of Sydney's participation in formal and informal partnerships
	The City of Sydney contributes to the reform of revenue and financing mechanisms for local government in NSW, ensuring sustainable levels of income are aligned with growth in infrastructure and service demand	
	Collaboration with other capital city councils and organisations achieve local and metropolitan-wide outcomes	
1.5 The transformation of the city is enabled by successful partnerships and collaboration	Progressive approaches to collaboration and partnerships across levels of government and with local, national, and global partners have transformed the city	The City of Sydney's transformational projects and outcomes
	Partnerships and collaborations with leading business, academic and community organisations achieve environmental, social, cultural, and economic benefits for the city	
	Expertise from specialists, other city governments and those with an interest in the future of the city has contributed to the transformation of the city	
	Shared decision-making processes with the local Aboriginal and Torres Strait Islander community integrate Indigenous knowledge systems and practices	

DIRECTION 2

A leading environmental performer



Community priorities and aspirations

Overwhelmingly, people want the City of Sydney to respond to the climate emergency. It's an important issue for everyone, including residents, workers, visitors and business owners, across age groups and gender.

Aboriginal and Torres Strait Islander peoples identify understanding water as a way of healing Country and returning to values and connections that are synchronised with the environment.

People want a city with sustainable management of waste and use of resources, reduced emissions, fewer cars and less congestion, more electric vehicles and more public transport and active travel. They strongly endorse more recycling, reuse and waste reduction, especially plastic. Transitioning to a green, circular economy is seen as important.

People acknowledge the most vulnerable in our communities often bear an unequal share of the consequences of climate risks or the effects of our changing climate. There are calls to retrofit older buildings for energy efficiency and climate resilience.

People also see that a green city with plants and trees is an important response to addressing urban heat and climate change. A focus on species diversity will enhance resilience and provide habitat for wildlife.

Image (left): Wind Farm, NSW
Photo: Getty Images

Why we need to act

Environmental action has been a priority for our communities for more than a decade. It's imperative we continue working together, with greater urgency, to reduce our impact and build resilience to the impacts of a changing climate.

Australia has the resources and capabilities to accelerate action and prosper from a cleaner economy, so we must make bold steps now to reduce emissions. The costs of inaction outweigh the costs of acting and there are economic benefits for those who take a leadership role.

The climate emergency is a major challenge facing cities. To avoid catastrophic environmental change, the world must limit global temperature increases. Yet global emissions continue to rise. The scale and urgency of the transformation required to turn this around is enormous.

The Paris Agreement aims to limit global heating to well below 2°C by the end of the century and it encourages efforts to keep warming below 1.5°C.

Globally, 1.5°C was exceeded for a full 12 months for the first time in February 2024, according to the Copernicus Climate Change Service. This doesn't mean the world has failed to achieve the goal of the Paris Agreement – yet. But global heating above 1.5°C is fast becoming inevitable. Minimising its magnitude and duration is essential.

Around 70% of the city's emissions come from using electricity. We must make the transition from fossil fuels to 100% renewable energy as soon as possible. Every tonne of emissions increases the magnitude of climate change and future risks, such as more frequent and severe heatwaves, droughts and intense storms.

We need to make our buildings highly efficient and more resilient, which will reduce emissions, save money and put less strain on the grid. The most cost-effective way to achieve energy efficiency is in the building design and construction stages. But with many older buildings that will still be in use in 2050, it's essential we invest in retrofits.

While we create new solutions to meet our challenges, we need to do so in an inclusive way. People already marginalised in our city are likely to suffer greater impacts from climate change and urban hazards. We need to make sure people on low incomes, those living in apartments and renters don't miss out on the benefits of clean energy and upgrades. We also need to share responsibility for a just transformation for local and regional communities.



City of Sydney's first electric truck. Photo: Jennifer Leahy / City of Sydney

New infrastructure that keeps materials in the manufacturing system for as long as possible need to be developed. Reusing, repurposing and recycling materials instead of disposing of them as waste in landfill can significantly reduce emissions. It's part of the shift to a circular economy, which requires changes to product design, material use, producer responsibility, consumer behaviour and economic structures.

We also need to rebuild community confidence in waste and resource management. Inconsistency across the industry has led to some confusion among residents and businesses about what can be recycled. These challenges cannot be successfully addressed by individual councils acting alone. The NSW Government needs to demonstrate leadership in planning for adequate waste and resource treatment capacity and use its legislative power to facilitate circular economy outcomes across all sectors.

As our city gets hotter and our regions drier, we need to ensure an adequate water supply for drinking, greening our city and improving resilience to increased heat and drought. An increasingly variable climate means there is uncertainty over future rainfall to fill our dams and support our water supply system. Considering our increasing population, we clearly need to make use of recycled water sources.

Stormwater pollution is a major contributor to declining waterway health. We need to harvest stormwater by slowing it down and treating it to improve its quality for reuse or release into our waterways.

We want to create places that people naturally come to and gather, exercise, relax and celebrate by featuring water in our urban environment. We also need to rectify waterway damage caused by Sydney's industrial past. Highly polluted parts of our harbour need to be cleaned up so waterways can be used for recreation and improve biodiversity.

Intense storms and rainfall are predicted to increase in frequency and severity. This will increase the risk of flooding in some areas. In low-lying and coastal areas, this will also be exacerbated through sea level rise.

Water quality and greening are essential strategies to combat the growing problem of urban heat. By 2050 we could see the annual number of days above 35°C in our city double from a baseline of 5 days to 10 days. Rises in extreme heat put strain on infrastructure and increase community health problems such as heat stress, respiratory issues and insect-borne disease.

Planting more trees and plants will help cool the city and create more liveable places while supporting our wellbeing and urban biodiversity. The tree canopy cover in our streets and open spaces has increased over the past decade. But most land in the City of Sydney area is privately owned and there has been little increase in canopy on this land. We'll need improved mechanisms to green the city equitably.

Climate change poses significant risks to biodiversity, with plant and animal extinctions projected to increase. The impacts of climate change have significant impacts on nature. We need to be nature positive by protecting and maintaining the biodiversity that exists in our city, looking after areas of urban bushland and wildlife corridors.

The 2019/20 bushfires beyond our area had a devastating impact on local air quality. Bushfires indirectly impact the city's food supply and the availability of emergency response staff and resources.

One way to restore natural systems and reduce risk from future bushfires is for private landowners, governments and businesses to fund cool season cultural burning by Aboriginal practitioners around the country. We've been purchasing carbon credits from First Nations businesses that practice traditional burning which reduces emissions and improves nature.

Food production is highly sensitive to climate, with extremes like drought or flooding greatly affecting crop yields and livestock production. While modern farming technologies and techniques help reduce risk and boost production, the longer-term impact of droughts and widespread bushfires highlight a major potential vulnerability on agricultural production in the future.

We need to act swiftly on multiple fronts, and at all levels of government, to address these environmental challenges and create a sustainable and prosperous city. To do this our economy will need to realign with climate mitigation and adaptation needs, adopt new circular models, and grow a cleaner economy.

City of Sydney's role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Thought leader
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Neighbouring local government authorities
- Business community
- Australian Government
- NSW Government
- Industry bodies
- Regulatory and standards organisations
- Resilient Sydney
- Residents
- Community organisations
- Not-for-profits and NGOs



BioBlitz event at Sydney Park
Photo: Katherine Griffiths / City of Sydney

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- Environmental strategy (2025–2030)
- Leave nothing to waste – waste strategy and action plan (2017–2030)
- Adapting for climate change (2015)
- Greening Sydney strategy (2021)
- Urban forest strategy (2023)
- Street tree master plan (2023)
- Tree management and donation policy (2023)
- City plan 2036: local strategic planning statement (2020)
- Green environmental sustainability progress report (annual)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

Implementation of sustainable development goals



Responding to major acute shocks and chronic stresses



Extreme Heat



Storms & Floods



Bushfires



Coastal Hazard



Disease Outbreak



Energy Network



Waste & Stormwater



Wastes

2050 outcomes

Strategic objective	Outcomes	Monitoring progress
2.1 The city reaches net zero emissions by 2035 with embodied carbon significantly reduced	The city is regenerative, contributing positively to the planet, society and to people's lives	City of Sydney local area greenhouse gas emissions. Target 70% reduction by 2030 from 2006 baseline of 5,815,521 tCO ₂ e. Net zero greenhouse gas emissions in the City of Sydney local area by 2035
	Actions are effective, reducing harm quickly and efficient, ensuring the greatest benefit for the least cost	
	All activities and the built form of the city contribute to achieving net zero emissions by 2035 or sooner	
	Economic growth remains uncoupled from carbon emissions to maintain our standard of living	
2.2 Greening has increased to create a cool, calm and resilient city	Increased canopy cover and landscaping keep our streets and buildings cool and improve health and wellbeing	Green cover across the City of Sydney local area. Target 40% by 2050 Tree canopy cover across the City of Sydney local area. Target 27% by 2050
	Nature is integrated with the urban landscape, providing wildlife habitat and supporting healthy ecosystems	
	Everyone has access to green spaces where trees, vegetation and water enhance our climate resilience	
	Respectful engagement with Aboriginal and Torres Strait Islander peoples supports their aspirations to connect with and care for Country	
2.3 Water is managed to support a resilient, sustainable and liveable city	Water is celebrated and the harbour is a focal point for social connections and active lifestyles	City of Sydney local area residential potable water use per person per day. Target 204 litres by 2030 City of Sydney local area non-residential potable water use. Target 10% reduction by 2030 from 2018/19 baseline of 2.32 litres/sqm/day
	Potable water consumption is minimised through efficiency measures, water recycling and more effective use of rainwater and groundwater	
	A range of strategies ensure water quality has improved	
	Investment in flood management and technological solutions keep people and infrastructure safe as the number of storm events increases	

Strategic objective	Outcomes	Monitoring progress
2.4 A circular economy approach is embedded in products, services and systems	Resources are retained for as long as possible within the product lifecycle and disposal is minimised	City of Sydney local area residential waste collected per capita. Target 10% reduction by 2030 and 15% reduction by 2035 from 2023 baseline of 300.44kg/capita
	Infrastructure and manufacturing processes are in place to capture and reuse all material streams to minimise reliance on new materials	
	The full environmental impact, including embodied emissions, of all products is transparent	City of Sydney local area residential waste diversion rate. Target 80% by 2030 and 90% by 2035
2.5 Our community has the capacity to understand risk, take action and collaborate for sustainable outcomes	A shared responsibility for actions and environmental impact results in change	A summary of outcomes will be reported at the end of each 4-year period
	Communities are supported to deal with the impacts of climate change and equity is improved	
	Climate risk is integrated into business and personal decision making	

DIRECTION 3

Public places for all



Community priorities and aspirations

People want a city that is green with trees and plants and well-designed spaces that support social connection, with an emphasis on safety, amenities and accessibility. They want quality public space and places where they can be active and recharge their mental health. The Citizens Jury envisaged a city where every space is maximised for the greater community good.

People value the unique identity and architecture of their neighbourhoods and want to see that protected as the city grows. They see public spaces and village main streets as places for social interaction and building communities rather than just for retail activity. The quality of some of our streets is compromised by the volume of vehicle traffic, so people want to see changes to control speed, volume and noise.

Overwhelmingly, people want their neighbourhoods to be safe and welcoming places for people to come together and connect. Accessibility of streets, footpaths, parks, facilities and open spaces continues to remain a high priority, particularly for people living with disability and older people.

People want services and public facilities to be more available to support their lives in a 24-hour city. Community centres and libraries are important places for social interaction, particularly through affordable, accessible programs and events. They also provide safe, climate-resilient refuges during extreme weather, with air conditioning in libraries and community centres. People support increasing greenery and shaded areas in public spaces to make them more comfortable and accessible during heatwaves.

We continue to hear that the City of Sydney must maintain and enhance its respected role as a 'caretaker of place'. People consider this is critical to the city's economic performance.

Why we need to act

The best cities in the world are those with public places that encourage people to come together as part of their daily lives or to attend large events. Our city has great attributes to reinforce a unique sense of place and create a more liveable place that builds on our distinctive character and beautiful harbour landscapes.

A thriving, welcoming city provides places designed for everyone, including people from many cultural backgrounds, people on low incomes and people with disability. This enables the social life of the city to flourish and for everyone to participate equally.

Providing high-quality, inclusive and accessible public places for people is essential. Yet access to public places is increasingly contested, and in the decades to 2050 likely to be more so. Our population is likely to grow considerably by 2050, with as many as 2 million people in the city every day, up from about 1.3 million in 2019. We need to consider how more space can be found in the city.

In the city centre, the movement of people, goods and vehicles is important. But it's essential we make sure people feel safe, welcome and encouraged to stay. It's also important to provide people with reasons to visit, so the city is not just considered a place for work and business.

When we visit or stay longer, we also engage in the life of the city, including the businesses that operate in the city. The same is true for each of our main streets. This means creating more inviting, accessible places where people want to gather. Three city squares will be linked by the new pedestrian boulevard on George Street to provide more space for public life in the heart of our city. Public art has a role to play, as does enabling some spaces for performance and other creative uses.

Barriers in public places make it difficult for people with disability and others to participate and work in our communities. Our public areas need to be inclusive and accessible.

Image (left): Sydney Streets, Pyrmont, transforming spaces for walking, shopping and dining.
Photo: Katherine Griffiths / City of Sydney

Not everyone is able to walk, ride bikes or use public transport. People with disability and people with chronic health conditions often rely on private transport and access to mobility parking, or places from where they can access key parts of the city, particularly in the city centre. So, it's important while reducing our overall reliance on cars in the city, we maintain priority access for people who need it.

Evidence shows that the quality of the place matters when decisions are made on investment and business location. High-quality urban environments, including public spaces are central to attracting and retaining talent in the city.

The pandemic highlighted the importance of public space as places for respite and recreation. As most city residents live in apartments, communal spaces on public and private land are people's backyards and are critical to support living in dense urban environments.

Large areas of open green space, where it's possible to be close to nature, are essential for our mental and physical wellbeing. Those same green spaces also reduce heat in our urban environment. But it will be challenging to create more of these spaces in an already established city. We need to find creative solutions to opening or sharing existing space and turning grey spaces into green spaces for wider community benefit.

We also need to find ways to manage the use of space to meet many needs while avoiding friction. Data about how, when and who accesses places will play an important role in achieving this.

Communal spaces help build community connections. They include parks, libraries and community facilities. We need to involve the private sector more in future to consider incorporating public and communal spaces in retail centres, school or university facilities and grounds, and apartment buildings.

We must consider the effects of a changing climate on streets and public places, building resilience to increasing heat and intensifying storms. We should use structures and trees to create more shaded, cool public places.

We must also consider the quality of the air we breathe. Air quality is impacted by bushfires outside the city, which will be exacerbated by climate change. Air quality is also impacted by traffic, so reducing vehicle movements and moving to zero emission vehicles and active transport is important.



Dyuralya Square, Zetland.

Photo: Katherine Griffiths / City of Sydney

City of Sydney's role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Neighbouring local government authorities
- Development industry
- Community organisations
- Business community
- Australian Government
- NSW Government
- Peak bodies and member-based organisations
- Residents

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- Haymarket and Chinatown revitalisation strategy (2024)
- Haymarket public domain plan (2024)
- City north public domain plan (2023)
- Public spaces public life study (2007, 2020)
- George Street 2020: a public domain activation strategy (2015)
- Greening Sydney strategy (2021)
- City art public art strategy (2011)
- Eora Journey: recognition in the public domain – public art plan (2011)
- Eora Journey harbour walk storytelling report (2019)
- City centre public art plan (2013)
- Green Square public art strategy (2013)
- Open space, sport and recreations needs study 2016
- City of Sydney public domain codes
- Sydney street codes (2021)
- Public domain manual (2021)
- Legible Sydney design manual (2019)
- Sydney streets technical specification (2019)
- Sydney lights: public domain design code (2015)
- Inclusive and accessible public domain policy and guidelines (2019)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

Implementation of sustainable development goals



Responding to major acute shocks and chronic stresses



Extreme Heat



Storms & Floods



Bushfires



Coastal Hazard



Disease Outbreak



Railways



Digital Network



Mental Health



Sydney Park Skate Park, Alexandria
Photo: Chris Southwood / City of Sydney

2050 outcomes

Strategic objective	Outcomes	Monitoring progress
3.1 Aboriginal people's history and cultures, and truth-telling of this place, are evident in the public realm	Truth-telling, naming conventions, heritage design and management plans all recognise cultural practice and reinforce the history and connections that Aboriginal and Torres Strait Islander peoples have in this place	A summary of outcomes will be reported at the end of each four-year period
	Aboriginal and Torres Strait Islander people's cultural practice and expression continues as their right and responsibility in the public realm	
	Shared decision-making arrangements are in place regarding public land, to ensure Aboriginal and Torres Strait Islander peoples benefit from continuous connections to Country	
	Closing the Gap priority reform 1	
3.2 Welcoming, inclusive and connected streets and public spaces are created, upgraded and maintained	The city centre is inviting and lively, clean, accessible and safe, with a new Town Hall Square and upgraded civic squares and places where people want to spend time together during the day and evening	New public domain space in the City of Sydney local area from acquisition, dedications and road space conversions
	Main streets are the social and economic hubs of their neighbourhoods, clean, safe accessible and inviting places for people to come together	
	Green and shaded avenues, public spaces and local streets are more comfortable and spacious places to walk, cycle, meet and socialise	
	Local streets have fewer cars and more trees, making them safe for children to play and for all people to walk	
3.3 Creativity and culture is embedded in the fabric of the city	The city's streets and public spaces support large and small-scale civic and cultural activities	City of Sydney residents satisfied with the range and quality of creative expression in the public domain such as art installations, murals, busking and street art in the local area
	Creativity and diversity of public art is evident across all neighbourhoods	
	Private spaces are transformed into shared spaces, hosting large and small-scale civic and cultural events	

Strategic objective	Outcomes	Monitoring progress
3.4 Physical and visual connections to the harbour are strengthened	The harbour, unique to Sydney, has more visual and physical connections to the city	A summary of outcomes will be reported at the end of each four-year period
	There are more recreational opportunities in and around the harbour	
3.5 Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing	Healthy active lifestyles are encouraged, supporting mental and physical wellbeing of communities	Green open space under the City of Sydney's care and control (excluding civic spaces)
	Growing demand is supported by public space improvements, investment in new facilities as well as high standards of maintenance and servicing of existing facilities	City of Sydney residents satisfied with access to parks and open space in the local area
	Innovative ways to unlock, activate and share spaces for wider inclusive community use are explored	City of Sydney residents satisfied with access to public sports and recreational facilities such as pools and courts in the local area

DIRECTION 4

Design excellence and sustainable development



Community priorities and aspirations

Our communities value protecting the characteristics that make the city unique. This includes making visible the presence and history of Aboriginal and Torres Strait Islander peoples. We should also protect aspects of our heritage constructed after European settlement.

In planning the city, our communities want us to consider how we might encourage precincts to develop and foster creative and innovation economies.

Essential to supporting the growth of the city is addressing climate change and finding more sustainable ways of living. Our communities say it is important to create a greener, more liveable city. They want climate resilient buildings and infrastructure to cope with extreme weather.

They want efficient, well-serviced public transport and to walk and cycle shorter distances comfortably. These views support our transition to a city that is less reliant on cars and allows more space for people.

As the city grows, our communities challenge us to reconsider how space is used. How public and private spaces are inclusive and accessible, and used to their fullest extent.

Image (left): Green Square Library, Zetland
Photo: Jessica Lindsay / City of Sydney

Why we need to act

By 2050, two thirds of the world's population will live in cities. Sustainable development can only be achieved by transforming the way we create and manage our urban spaces. It requires us to plan and develop cities to meet today's needs without compromising the needs of future generations.

Cities globally occupy only 2% of the world's land mass, but they consume more than two thirds of the world's energy and account for more than 70% of global CO₂ emissions. But cities can become more efficient through good leadership and collaborative action by minimising the use of critical resources and energy and limiting the effects of global heating.

High-quality, well-designed housing and well-planned neighbourhoods with good access to infrastructure, jobs and services generally lead to good outcomes. When these standards are not available to everyone in the community, the outcomes are poor.

The City of Sydney area grew over the past decade, with 29,000 homes built, 35,000 more residents and 84,000 more jobs.

In the long term, we must continue to plan for increased capacity in the city. The City of Sydney's housing target to 2036 is for at least 156,000 private dwellings. From 2024, we need 32,000 new homes to meet the 2036 target or around 2,300 homes a year. In 2024, the NSW Government imposed short term housing targets for councils to assist the state in meeting its share of the National Housing Accord. The target for the City of Sydney area is 18,900 private dwellings from 2024 to 2029. We will also plan for an extra 200,000 new jobs by 2036 (2017 baseline).

Our challenge is to make the best use of the space and land to include the range of jobs, businesses, homes and other activities needed to support the city's regional role as well as the daily lives of people in the city.

A further challenge is to support the people who live, work in and visit the city with adequate infrastructure, facilities and services at the right time and in the right places. This includes infrastructure for transit, health and education, essential utilities and affordable housing. It also includes the technological and digital infrastructure to support an innovation economy, local community facilities, a city that runs efficiently and is easy to get around.



One Central Park, Sydney. Photo: Getty Images

How we provide and manage shared public spaces will become more important. It's essential to ensure everyone has equitable access to high-quality public spaces.

To maintain our competitiveness and attractiveness as a city, we must maintain high levels of amenity and protect the diversity and renowned character of our many unique precincts and neighbourhoods.

High-quality design is fundamental for private or public development and high-quality construction is critically important. We need to support the work of the building commissioner engaged by the NSW Government to improve construction quality and restore trust in the industry.

We need to design for health, wellbeing and safety. We need to make sure our buildings, public places and infrastructure provide flexible spaces that consider the needs of users today and in the future.

Our changing climate will create risks for wellbeing, environment, infrastructure and the economy. This requires us to adapt and become more resilient. We need to take action to reduce emissions, consume less water and reduce waste. With more

frequent and severe heatwaves, flash flooding, droughts and storms forecast, it will be more difficult to manage the city's landscapes and ecosystems and the community's activities that depend on them.

We must change how we plan for and design the city, its buildings and public spaces, to respond to an already changed climate and emerging urban hazards, such as more noise and poor air quality.

With the pace of technological and environmental change, the buildings we design and build today must be flexible and adaptable to avoid becoming redundant before the end of their expected lives. We should find ways to efficiently retrofit existing buildings to cope with changing conditions.

City of Sydney's role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Advocate
- Networker
- Role model
- Communicator

Key partners and collaborators

- Neighbouring local government authorities
- Development industry
- Community organisations
- Business community
- Australian Government
- NSW Government
- Peak bodies and member-based organisations
- Residents

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- Contributions plan
- City plan 2036: local strategic planning statement (2020)
- Central Sydney planning strategy (2016–2036)
- Sydney landscape code – Volume 1: Single dwellings (2016)
- Sydney landscape code – Volume 2: All development except for single dwellings (2016)
- Public spaces public life (2007, 2020)
- Planning for net zero energy buildings (2021)
- City of Sydney public domain codes:
 - Sydney street codes (2021)
 - Public domain manual (2021)
 - Legible Sydney design manual (2019)
 - Sydney streets technical specification (2019)
 - Sydney lights: public domain design code (2015)
 - Inclusive and accessible public domain policy and guidelines (2019)
- Green Square town centre public domain strategy (2013)
- Green Square infrastructure strategy and plan (2015)
- City centre public domain plans
- Outdoor dining policy (2016)
- Smart city framework (2020)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

Implementation of sustainable development goals



Responding to major acute shocks and chronic stresses



Extreme Heat



Storms & Floods



Bushfires



Coastal Hazard



Disease Outbreak



Energy Network



Waste & Stormwater



Railways



Wastes



Digital Network



Shelter



Health Services



Education



Housing



Transport



Fragmented Governance

2050 outcomes

Strategic objective	Outcomes	Monitoring progress
4.1 The city's liveability is enhanced through well planned and designed development and public spaces	The voices, rights and responsibilities of Aboriginal and Torres Strait Islander peoples are respected in the implementation of Designing with Country and Connecting with Country knowledge and practices	City of Sydney residents living around a 10-minute walk (800m) to the following services: fresh food, childcare, health, leisure, social, learning, cultural and public open space
	Communities live in walkable well-served neighbourhoods supported by mass transit with access to jobs and recreation	
	Well-designed neighbourhoods support inclusive, socially connected, and healthy communities	
	The character of distinctive neighbourhoods and heritage and iconic places valued by communities is respected and celebrated	
	Public and private spaces in the city are healthy, attractive, inclusive, safe, and inviting	
4.2 Productivity is supported by planning for jobs, innovation and enterprise activities	The city is productive, fosters innovation and ensures economic opportunities for all	Jobs in the City of Sydney local area. Target 700,000 by 2036 Commercial floor space in the City of Sydney local area, including occupied and vacant business floor space
	The planning framework supports a stronger more competitive city centre	
	The capacity for innovative and high value economic clusters outside the city centre are supported	
	Industry, urban services and business are supported to grow and evolve in the southern enterprise area and Green Square town centre	
4.3 Communities are supported by the provision of infrastructure and assets that are aligned with growth	Collaborative approaches to infrastructure provision ensure transit, health, education, open space, water, energy, technology and other infrastructure are appropriately sequenced to support the city and its communities	Investment on acquiring, developing, and enhancing infrastructure and assets in the City of Sydney local area
	Technological infrastructure and the intelligent use of data, integrated with physical infrastructure and city systems, supports the growth of the city and communities	
	Infrastructure and assets are planned to withstand the impacts of a changing climate	

Strategic objective	Outcomes	Monitoring progress
4.4 Good design leads to buildings that are high performing, well designed, inviting and inclusive	Design excellence is integral to major development projects	Architectural design excellence competitions completed for proposed development in the City of Sydney local area
	Collaborative approaches across governments at all levels ensure that standards are lifted and high quality, sustainable buildings are built to last	
4.5 Well planned and designed development reduces environmental impacts and improves resilience, health and sustainability	Neighbourhoods, public places and buildings are planned, designed and built so the community is resilient to the impacts of climate change and other environmental hazards	Outcomes are reported in Strategic Direction 2 in reduced emissions, reduced water, waste and energy consumption and increased greening
	Development continues to reduce its impacts on the environment and the reduction	
	Buildings and places are designed to reduce emissions and waste and use water efficiently	

DIRECTION 5

A city for walking, cycling and public transport



Community priorities and aspirations

Our communities want a more walkable city, with fewer or no cars in the city centre. They want a focus on making walking safer, more convenient and enjoyable.

Living in an area close to transport continues to be very important for people. They hope for a quality public transport network that prioritises space for people over cars and parking. This includes streets with more trees, gardens and plants, plus more space for walking, for children to play and for socialising.

They also want more accessibility for people with disability, including better infrastructure like ramps and wide footpaths, and more accessible public transport.

Our communities are concerned about the impact of increasing congestion. They want more frequent, reliable and affordable public transport and more walking and cycling networks.

They continue to support a more integrated, accessible and environmentally friendly transport system.

Image (left): Pedestrians walking outside Sydney Town Hall on George Street
Photo: Getty Images

Why we need to act

Cities and transport continuously shape each other. A well-planned city balances movement and place. It uses technology to advance its transport systems, the economy and the health, wellbeing and social connections of its communities.

Our access strategy and action plan moves away from the idea that all movement and mobility is good and instead, focuses on providing good access. We're taking an integrated, multimodal approach to transport planning where we'll provide the right level of access for goods, services and daily needs with the minimum amount of mobility. This approach will elevate factors such as place, health, productivity and equity.

The City of Sydney's built footprint is essentially fixed. Planned growth will result in more density, but we cannot create more surface space to support that. Instead, we focus on the best use of this limited public space. To achieve this, we apply a transport framework that supports the growth of the city by prioritising the most efficient modes for different transport functions in different streets. The framework acknowledges the importance of access for construction and for goods and services for businesses.

This means a shift away from prioritising space for private vehicles, which take up a large proportion of public street space because they use space very inefficiently, and cause major impacts in terms of emissions, noise and injuries. By using our streets more efficiently and equitably it means we can create more space for people and places.

No city has been able to build their way out of traffic congestion, and the City of Sydney's approach reflects that of other successful global cities. We prioritise walking, cycling and public transport, while maintaining access for business.

Our electrification of transport strategy and action plan documents that walking, cycling and public transport all produce lower emissions and use road space more efficiently than private vehicles.

Public transport supports Sydney's global competitiveness because it provides access for workers, businesses, students and visitors to come to the city or move around it. It is crucial to improving access to, from and within the growing city. The inner city needs continued investment in new metro and light rail lines and greater public

transport capacity, especially for areas such as Green Square and Broadway/Parramatta Road.

The NSW Government's Metro City and Southwest opened in 2024, and Metro West will open in 2032. This investment can reduce the volume of buses and general vehicles, creating more space for people on major streets. We can make these spaces more attractive and greener.

Improving the quality and reach of public transport services will rely on high-quality transfers between services. Better cross-city connections with transfer hubs are a feature of most comparable cities. Inner Sydney could have fewer bus services running parallel to rail lines and create more bus services connecting across rail lines – with transfers made almost seamless.

Walking and riding bikes should be the first choice for short trips. Walking is sustainable, space efficient, low emission and low cost. It promotes community by enabling people to interact and spend time with each other in formal and informal ways. It's also a well-used form of recreation and brings mental and physical health benefits.

It's imperative we do all we can to make it attractive and comfortable for people to walk and ride around the city. But there are currently considerable delays to walkers at signals and footpaths are narrow and congested.

Wider footpaths will make walking easier and safer from a health perspective. Upgrading ramps, signs, lighting and the quality of the footpaths will make them more accessible and safer for everyone.

Cycling is also sustainable and space efficient. Creating a city for cycling brings many of the same benefits as improving walking conditions. Many people took up cycling for the first time during the pandemic, and we can build on this movement with safer, separated cycleways.

The number of bike trips continues to increase. Our cycleway counters on Bourke, Castlereagh, George (in Waterloo), Miller and Kent streets show a 16% increase in the February 2025 daily average compared with February 2024. There are currently 10,000 share bike trips in the local area each week. If the NSW Government legalises e-scooters and other e-mobility devices these will add more people to our cycleways, shared paths and road network, which will increase friction between people walking and riding.



Cyclists on Epsom Road Cycleway
Photo: Damian Shaw / City of Sydney

We supplement these active and public transport options with support for car share that provides many households with an alternative to owning a car – they book a car share vehicle when they need one.

We need to accommodate an even greater focus on freight, servicing and deliveries in the coming decades. The pandemic accelerated online shopping by 5 to 6 times the level of growth in 2019, increasing pressure from deliveries in residential areas. This trend is likely to continue.

City of Sydney's role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- NSW Government
- Neighbouring local government authorities
- Community organisations
- Business community
- Australian Government
- Peak bodies and member-based organisations
- Residents

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- A city for walking: strategy and action plan – continuing the vision (2024)
- Access strategy and action plan (2023)
- Cycling strategy and action plan 2018–2030 (2018)
- Liveable green network strategy and masterplan (2011)
- Electrification of transport strategy and action plan
- Legible Sydney wayfinding strategy (2012)
- Neighbourhood parking policy (2025)
- Car sharing policy (2025)
- Central Sydney on-street parking policy (2025)
- Public spaces public life study (2007, 2020)
- Net zero performance standards (2021)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

Implementation of sustainable development goals



Responding to major acute shocks and chronic stresses



Extreme Heat



Storms & Floods



Bushfires



Coastal Hazard



Disease Outbreak



Railways



Health Services



Education



Housing



Cost of Living



Transport



Mental Health



Family Violence



Chronic Health Conditions



Social Isolation



Racism



Environmental Degradation



Reduced Social Cohesion



Global Supply Chain



Low Trust

2050 outcomes

Strategic objective	Outcomes	Monitoring progress
5.1 Street space is reallocated for people, places and planting	The city is shaded and cooler, quieter and calmer, with cleaner air and more space available for people to use the streets	Separated cycleways in the City of Sydney local area
	Vehicle speeds (max 30km/h in all areas of high pedestrian activity, max 40km/h elsewhere) and volumes are reduced, making the city centre and local neighbourhoods safer, healthier and quieter	
	The existing motorway and distributor network are optimised to carry more through traffic, reducing driving on city streets	
	All public transport, service and private vehicles are zero emissions	
	Avenues that lead into Central Sydney are greener, with more space for walking and cycling	
5.2 Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area	An affordable, safe, and accessible network of public transport supports the 24-hour activities of the global city	Journey to work in the city centre using public transport
	Most activities in the city are within a 10-minute walk of a rapid, high frequency public transport service	Journey to work in City of Sydney locations other than the city centre, using public transport
	People transfer between public transport services in safe, accessible and high-quality interchanges	
5.3 More people walk more, as walking is the most attractive and convenient choice for short trips in the local area	People are prioritised by increasing the capacity, quality and amenity of our streets	Walking counts in the City of Sydney local area
	The experience of people walking is enhanced for everyone with improved safety, quality, accessibility and comfort, including for children walking to school and within their neighbourhoods	
	The city is easy to navigate, supported by a comprehensive wayfinding system.	
	People are prioritised at key intersections, waiting no longer than 45 seconds, ideally no more than 30 seconds, so no more than 15% of a walking journey is spent at traffic signals	

Strategic objective	Outcomes	Monitoring progress
5.4 More people ride more, as it's an attractive, convenient and safe option for everyday transport	A network of separated cycleways provides direct and safe access for people riding throughout the city	Cycling counts in the City of Sydney local area
	The cycleway network is connected to desirable destinations and is shaded, legible and comfortable to use	
	Children can safely use the cycle network to get to school and other activities	
	It is safer to ride on all roads where everyone who drives behaves safely and courteously	
5.5 Freight, servicing and kerbside space is managed to support the efficient functioning of the city while improving the amenity of city spaces	Access is maintained for freight, delivery and service vehicles as street space is reallocated	Kerb space in city centre allocated to deliveries, servicing, and mobility parking A baseline was established in 2023 from which change will be measured
	Nearly all service and loading activity occurs off-street or off-peak. Space for traffic, parking and kerbside loading is prioritised for those who need it most	
	Collaboration between businesses minimises the number of delivery, service and waste vehicles	

DIRECTION 6

An equitable and inclusive city



Community priorities and aspirations

Our communities want a safe and inclusive city, a place where differences are celebrated. Connected communities will also enhance resilience.

Results from our wellbeing survey show that fewer than half (45%) of respondents are satisfied with feeling part of their community and 45% say they experienced some form of discrimination in the past year.

People hope for a just and inclusive society. For Aboriginal and Torres Strait Islander peoples, this means the right to self-determination and implementing transformative justice models.

People living with disability want greater collaboration with advocacy groups to help challenge discrimination and negative attitudes towards disability that are still widely experienced.

People are deeply concerned about declining housing affordability and how this is undermining social diversity and forcing people to leave communities where they've always lived. This is particularly true for young people, local Aboriginal and Torres Strait Islander people and vulnerable communities.

Communities identified education not only as a pathway to shared economic prosperity but also as a pathway to equal participation and influence in local decision-making.

They want the city's design, transport and services to include everyone by prioritising access for those most in need.

As people often experience multiple facets of disadvantage, they want a holistic response to issues involving all levels of government working together.

Image (left): A woman with vision impairment and her guide dog cross the street outside Hydeaway café in the Sydney CBD.
Photo: Chris Southwood / City of Sydney

Why we need to act

We want our city to be a place where everyone is included and where people can flourish and fully participate in the social, cultural and economic life the city has to offer.

An equitable society is founded on the principle that all people, regardless of income or ability, should be able to afford the essentials of daily life. These include safe and affordable housing, fresh and healthy food, services such as health care and education, social supports, internet access, welcoming public spaces and the ability to participate in social and cultural activities and programs.

The broader effects of an unequal society are reflected in poor health and wellbeing, food and income insecurity, increased crime rates, reduced social cohesion and declining community resilience and connectedness.

Our community tends to be younger (median age 34), more than 50% were born overseas and 38% speak a language other than English at home. In housing, 65% rent, 41% live alone, 97% live in medium and high-density dwellings, and 7.3% of households are in social housing. More than 20,000 people are in low-income households with the largest age group 20 to 24 years.

More than half of residents counted at the last Census did not live in the area 5 years prior. This level of mobility is a consistent trend and can make forming social connections difficult for some.

Our community wellbeing indicators show inequalities for some groups in our local communities. These groups are impacted a lot more by the cost of living and the ability to access daily needs. These groups are a priority for us to support and create a more socially just city. They include people with disability, people of diverse sexualities and genders, people over 65 years, young people and people with English as a second language. We recognise the importance of intersectionality, where people identify as more than one of these priority communities. Our wellbeing indicators also shows people who may feel excluded are recent arrivals to the local area.



City of Sydney Gay and Lesbian Mardi Gras float 2021. Photo: Chris Southwood / City of Sydney

Since 2018 there have been significant stressors and shocks locally and globally, including the Covid-19 pandemic. During the pandemic we supported our communities by establishing food relief grants. After the pandemic, a cost-of-living crisis and an extended period of high inflation has resulted in significant financial hardship for many residents and local businesses. The worsening housing affordability crisis has also placed significant strain on household budgets, outpacing wage growth for an extended period.

We know the effects of shocks and stressors can be passed on through generations. For example, Aboriginal and Torres Strait Islander peoples experience ongoing and devastating effects of government policy and practice. From colonisation in 1788 until at least the 1967 referendum, Aboriginal and Torres Strait Islander peoples were discriminated against through being deliberately excluded from economic participation and denied access to education for decades.

This resulted in successive generations of Aboriginal people being unable to participate fully in the economy. These inequities caused intergenerational trauma and disadvantage in housing, education, health and opportunities.

But we can act now to redress this. This includes preventing further displacement of Aboriginal and Torres Strait Islander peoples from this area due to unaffordable housing, the high cost of living and gentrification. We recognise the community's continuous connection to Country, their care and knowledge of Country and the significance of that connection. And we can create economic opportunities.

The National Agreement on Closing the Gap reframes the way government and Aboriginal and Torres Strait Islander community-controlled organisations work together to provide services to support communities and address inequality. We will work in partnership with Aboriginal and Torres Strait Islander organisations to achieve Closing the Gap outcomes in areas we can influence. In areas that fall outside our responsibility, we will listen to the voices of Aboriginal and Torres Strait Islander peoples and advocate in support of these issues.

We support Aboriginal and Torres Strait Islander people's right to self-determination and recognise the need for their voices to be elevated and centred in government decision-making. On the national stage this would be through the respectful recognition of Aboriginal and Torres Strait Islander peoples in the constitution.

The rising cost of living, alongside the impacts of the pandemic, have drawn attention to existing inequalities in our communities. Some people are excluded from opportunities for essentials such as secure work and affordable housing, and adequate nutritious food becoming increasingly out of reach. This is particularly impacting people on low incomes and income support payments. Lower educational or workforce participation rates mean our economy cannot grow to its full potential.

Nationally we're seeing an increase in loneliness and social isolation. We know that people with a sense of belonging in their neighbourhood and social connection are less likely to feel isolated and more likely to be happy and trust other people. The ability to connect is supported through a network of walkable streets and public open spaces, as well as our libraries and community centres that provide direct and indirect wellbeing benefits free of charge or at low cost.

In our communities, people on a low income, people with disability and Aboriginal and Torres Strait Islander peoples experience clear inequalities in distribution of income, employment rates, education and occupational skill levels, housing status and costs. The inequalities extend to areas such as health, involvement in public life, and access to and costs around transport.

Feeling safe, included and welcome also impacts how and where we can move around the city. People with disability still face significant barriers in getting around. This can hamper their independent access to employment, medical and government services, recreation and social and cultural activities. Women and girls and people of diverse sexualities and genders also don't feel as safe as the general community, particularly at night.

An important aspect of feeling safe is for people to feel welcome and respected for who they are. Creating culturally safe and welcoming spaces for everyone is important, particularly for our priority communities such as Aboriginal and Torres Strait Islander peoples, people of diverse sexualities and genders, people from multicultural communities and people with disability.

Access to technology is vital for inclusion. While technology is a great enabler of people, rapid advances in technology risk worsening the 'digital divide' in our communities between people who have access and see the benefit of digital engagement, and those who don't have access or opportunity.

We cannot achieve the vision for a socially just and resilient Sydney alone. It requires all levels of government, business, service providers and communities working together.

Addressing inequality and inclusion is complex and requires collaboration and responses from all levels of government. Local government can lead the way, as well as add our voice to broader issues, advocating for change on behalf of the communities we serve.

City of Sydney's role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Neighbouring local government authorities
- Community organisations
- Business community
- Australian Government
- NSW Government
- Peak bodies and member-based organisations
- Residents
- Not-for-profits and NGOs



OzHarvest supermarket in Waterloo. Photo: Mark Metcalfe / City of Sydney

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

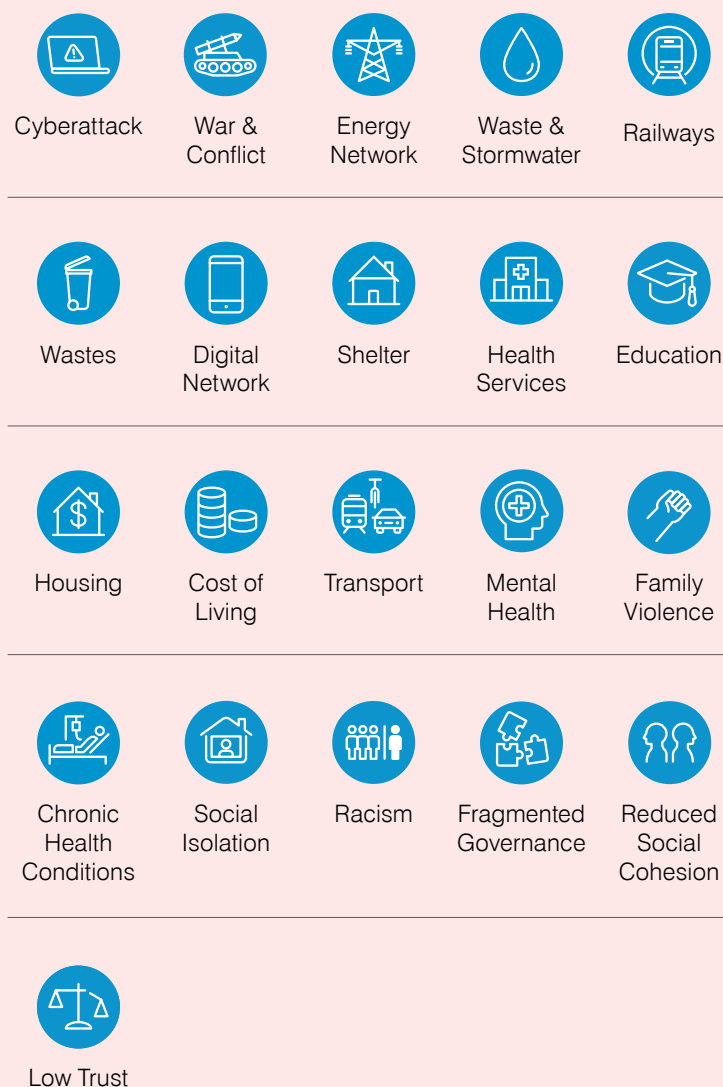
- Community engagement strategy and community participation plan (annual)
- A city for all: social sustainability policy and action plan 2018–2028 (2018)
- A city for all: inclusion (disability) action plan 2021–2025 (2021)
- Stretch reconciliation action plan (2020)
- Eora Journey economic development plan (2016)
- Inclusive and accessible public domain, policy and guidelines (2019)
- Resilient Sydney strategy (2018)
- Smart city strategic framework (2020)
- Long-term financial plan (annual)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

Implementation of sustainable development goals



Responding to major acute shocks and chronic stresses



2050 outcomes

Strategic objective	Outcomes	Monitoring progress
6.1 Strengthen partnerships and relationships that enable shared decision making with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations	Respect is the basis when partnerships are formed, leading to positive outcomes for Aboriginal and Torres Strait Islander peoples	Aboriginal and Torres Strait Islander organisations that the City of Sydney has formed or maintained a formal partnership Closing the Gap priority reform 1
	Partnerships and arrangements are in place with the City of Sydney and other levels of government to accelerate policy and local progress on Closing the Gap targets Closing the Gap priority reform 1	
	Barriers to economic, social and cultural participation and inclusion are identified and removed	
	Aboriginal and Torres Strait Islander peoples are supported in their right to self-determination	
6.2 Everyone feels welcome and included in the city	Everyone can participate and become involved in the city, particularly children and young people	City of Sydney residents who are satisfied with feeling a part of the community City of Sydney residents who agree it a good thing for a society to be made up of people from different cultures and communities
	Community volunteers are supported and celebrated	
	Communication is inclusive and accessible to reach diverse communities	
	Barriers to advance the inclusion of people, including children and young people, and people with disability in our communities are identified and addressed	
6.3 Everyone has equitable access to participate in our economic growth and share in our prosperity	Sydney is a city that is fair and socially just	City of Sydney residents who say they are financially insecure Socio-Economic Indexes for Areas (SEIFA) – measure of relative socio-economic advantage and disadvantage
	Everyone can prosper with opportunities for equitable economic participation	
	Affordability and other barriers to participation in the economic, cultural, and social life of the city are identified and addressed	
	Everyone can afford the essentials of daily life: safe and secure housing, healthy food, health care and education, and heating in winter	

Strategic objective	Outcomes	Monitoring progress
6.4 Everyone is engaged and actively participates in the governance of their city	Everyone actively participates in governance and decision-making processes	City of Sydney residents who agree there is enough opportunity for them to have a say on issues important to them City of Sydney residents who participated in decision-making activities (defined as attending body-corporate meeting and/or sitting on a decision-making board or committee, such as a corporate board, school council, sports club committee or church committee) in last 12 months
	Everyone is appropriately represented in decision-making by institutions and organisations	
	Everyone has equitable access to information and data to help them make informed decisions	
	Young people are supported to become future civic leaders	
6.5 Everyone has the skills, tools and access to technology to engage and participate in a digital life	The 'digital divide' is addressed with everyone having access to the digital assets, tools and services to participate in economic and civic life	City of Sydney residents with internet access at home
	Everyone has the skills to protect and control their privacy and personal information ensuring data security and confidentiality	
	Digital innovation empowers everyone to share knowledge, skills and experiences, fostering an environment where we can experiment, collaborate and create solutions that benefit everyone	
	Everyone can access open data, tools and space with ethical digital protections for privacy	
6.6 There is equitable access to education and learning opportunities, everyone can participate in a creative practice	Everyone has equitable access to affordable, high-quality early childhood education and care	City of Sydney residents satisfied with access to learning and education opportunities in the local area
	Public education facilities meet the needs of our growing and diverse communities	
	Everyone can participate in and has access to learning opportunities throughout all stages of life	
	Everyone has access to spaces and equipment for creativity and opportunities to develop digital skills and overcome the digital divide	
6.7 A sustainable food system that provides access to safe and nutritious food	Everyone has access to fresh, nutritious and healthy food	City of Sydney residents who ran out of food at any point in the past year and could not afford to buy more
	Everyone is supported to live healthy, sustainable, and active lives	

DIRECTION 7

Resilient and diverse communities



Community priorities and aspirations

We continue to hear the importance of being truthful about our past and learning from Aboriginal and Torres Strait Islander peoples. Resilient Sydney research highlights that the European invasion was a 'sudden shock' and colonialism a 'chronic stress'. This reinforces the importance of making Sydney safer for Aboriginal and Torres Strait Islander peoples.

People agree there needs to be a stronger focus on building social connections to improve resilience, and there are concerns about the impact of racism and discrimination in undermining social connectedness.

Cost of living pressures, including a lack of affordable and quality housing are seen to be undermining people's resilience, particularly impacting young people and priority communities. Helping all groups have their voices heard, including priority communities would reduce vulnerability and increase social cohesion and inclusion.

There is a strong call for climate adaptation measures, such as improving building designs and access to affordable housing that's resilient to climate change.

People also acknowledge the role of community collaboration and the importance of local initiatives like food security programs, public green spaces, and emergency preparedness education to foster community resilience. People stressed the importance of recognising and drawing experience from Aboriginal and Torres Strait Islander people's wisdom to support us to become more resilient and learn from thousands of years of lived experience and best practice.

People hope to see the city of the future as culturally diverse, with differences embraced. They want communities to be connected, generous and welcoming.

They see a city where people trust and help each other and where people who need more assistance are supported and included. They also want a city where communities, businesses and government work together in new and improved ways for the benefit of everyone.

Image (left): Darling Square Library, Haymarket
Photo: Adam Hollingworth / City of Sydney

People hope for a future community that embraces sharing of spaces, resources and knowledge. They understand that improving wellbeing is the basis for better mental and physical health outcomes. Young people express a desire for a supportive and collaborative city.

Our data shows people strongly endorse a safe city. This goes beyond addressing specific physical safety concerns. People see safety manifested in more active and better designed public spaces, with more people walking and riding bikes, or just living in and enjoying the city. They said feeling safe includes being free from discrimination based on gender or race and providing a more inclusive society.

Why we need to act

A resilient city is prepared, connected and informed. It has networks of individuals, local neighbourhoods, businesses and communities ready to act together in response to an emergency or chronic issue.

The city and its populations, particularly people on low incomes and/or living in poor quality housing and those experiencing homelessness, are vulnerable to extreme weather events and will be more so in future, such as heatwaves and storms. We're also not immune from the consequences of major droughts, bushfires or floods surrounding the city or in regional areas.

The complexity and interdependence of its systems makes the city vulnerable to acute shocks and exacerbates ongoing stresses in emergency situations. Extreme events can affect communications, transport, infrastructure and services in the city. Being prepared will help us respond to and recover better from these situations.

But it's not just these extreme situations that we need to plan for. It's also important to manage ongoing issues that can increase community stress, such as population growth, increasing cost of living, high rates of personal and household debt and chronic illness. We need to plan for health impacts associated with climate change, particularly related to increasing heat.

Evidence shows that communities with strong social bonds tend to be more resilient. Building social cohesion takes time and it's crucial to invest in reinforcing these connections during more stable periods to ensure people can collaborate effectively when disaster occurs. Just as importantly, strong social cohesion and connection is critical during times of stress and loss within local communities ensuring people come together to support each other, particularly in priority communities.

Incidents of anti-social behaviour, family and domestic violence and deaths in the community all impact on people's mental and emotional wellbeing. It's important at these times people feel supported and have access to the services and programs they need.

Being connected to the community where you live is essential for wellbeing and is the cornerstone of a socially sustainable and resilient city. The better we connect with people daily, the more protected we are from loneliness and its impacts on wellbeing, and the easier it will be to cope when community members need to rally and look after each other. We especially need to care for more vulnerable community members.

Recent data from the City of Sydney's community wellbeing indicators shows that 53% of our community members are confident they could get help from their neighbours, but almost all would help their neighbours. This suggests a lot of goodwill but lack of connection.

Urban loneliness and social isolation have emerged as significant global issues that can impact on wellbeing and physical and mental health. They can also impact on the ability of communities to come together in times of need.

We've noted a decline in social cohesion across metropolitan Sydney. There are multiple risk factors for loneliness and social isolation in our area. People move houses regularly and many live here only briefly. In many households, residents speak a language other than English. A high proportion of people live alone. Students and younger people are particularly at risk of social isolation.

Some groups have little or no face-to-face contact with others in their local area. We need to promote opportunities for people to connect and reduce social isolation.



Pine Street Creative Arts Centre Chippendale
Photo: Jessica Lindsay / City of Sydney

In the city, we have people of diverse languages, ethnicity, religion, sexuality and gender. These diversities and the intersections between, can be a catalyst, but also a challenge to forming strong bonds between people. The City of Sydney is one of the most culturally and linguistically diverse areas in NSW and Australia. Almost 50% of our residents were born overseas, and 34.8% of people speak a language other than English at home. Most spoken languages include Mandarin, Cantonese, Thai, Spanish and Indonesian. Furthermore, a significant number of international students study and work in the City of Sydney area.

We are committed to increasing knowledge and understanding of diverse multicultural communities across the city and facilitating partnerships that nurture cultural diversity, increased community connections and a sense of welcome and belonging for all.

Our communication and engagement with multicultural communities is inclusive. We consult with and co-design our programs and activities with local multicultural communities to promote capacity building, inclusion and combat racism and discrimination.

In the decades to 2050, there will be limitless possibilities for connecting online. A digital city will provide alternative ways for people to connect, share and learn from each other. Digital literacy skills and access to devices for all will be critical.

Meeting in person will remain vital. With more shared spaces, fewer or smaller private spaces and more activity in public places, we need to live more harmoniously and make the city work for all of us. This includes providing community spaces in high-density living environments.

Our data shows that our community's perception of safety is high and has either been stable or increasing over time. Property crime has decreased. But we need to reduce domestic and family violence in our area and make sure children are safe and free from harm.

Our mobility and freedom to move around the city is impacted by our perception of safety and this differs across genders. Sydney is regularly ranked one of the safest cities, and our 2023 wellbeing survey found people feeling safe while walking alone after dark, increased from 50% in 2011 to 63% in 2023. But the 2023 survey results show that 27% of women say they feel 'unsafe' or 'very unsafe' walking alone near home after dark, compared to 10% of men.

An important aspect of feeling safe is for people to feel welcome and respected for who they are. Creating culturally safe and welcoming spaces, and importantly providing a safe, respectful and welcoming environment for Aboriginal and Torres Strait Islander peoples continues to be a focus.

We're committed to embedding the NSW child safe standards into our organisational leadership, governance and culture. We'll adopt strategies and act to put the interests of children first, to keep them safe from harm.

We know from the Royal Commission into the Institutional Responses to Child Sexual Abuse that abuse that occurs within organisations is not just a past problem, it continues today.

The City of Sydney recognises the significant lifelong impact abuse can have on children. We have zero tolerance of child abuse in our organisation. We recognise our moral and legal obligations to prevent child abuse.

City of Sydney's role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Metropolitan Sydney councils
- Emergency services organisations
- Community organisations
- Business community
- Australian Government
- NSW Government
- Peak bodies and member-based organisations
- Residents
- Resilient Sydney
- NSW Reconstruction Authority, formerly Resilience NSW
- Not-for-profits and NGOs



Sydney Lunar Festival
Photo: Katherine Griffiths / City of Sydney

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- City of Sydney resilience strategy 2023–2028 (2023)
- A city for all: social sustainability policy and action plan 2018–2028 (2018)
- A city for all: inclusion (disability) action plan 2021–2025 (2021)
- A city for all: community safety action plan 2019–2023 (2019)
- Child safety strategy (in development)
- Resilient Sydney strategy (2018)
- Smart city strategic framework (2020)
- Humanitarian crisis response guidelines (2010)
- Support for charities guidelines (2018)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

Implementation of sustainable development goals



Responding to major acute shocks and chronic stresses

Economic Crisis	Cyberattack	War & Conflict	Disease Outbreak	Extreme Heat
Storms & Floods	Bushfires	Coastal Hazard	Disease Outbreak	Energy Network
Waste & Stormwater	Railways	Wastes	Digital Network	Shelter
Health Services	Education	Housing	Cost of Living	Transport
Mental Health	Family Violence	Chronic Health Conditions	Social Isolation	Racism
Fragmented Governance	Environmental Degradation	Reduced Social Cohesion	Global Supply Chain	Low Trust

2050 outcomes

Strategic objective	Outcomes	Monitoring progress
7.1 Communities are connected and socially cohesive	We move forward together through truth-telling and by acknowledging and addressing the history of our local area, including the impact of colonisation and subsequent policies on Aboriginal and Torres Strait Islander peoples	City of Sydney residents who are satisfied with feeling a part of the community
	Diversity continues to be valued and is a strength of communities	City of Sydney residents who agree it a good thing for a society to be made up of people from different cultures and communities
	Organisations and institutions promote respect, connect communities and create a sense of belonging	
	Community initiatives strengthen social inclusion, enable connectedness and reduce social isolation within and across communities	
7.2 Everyone has equitable and affordable access to community and cultural facilities and programs, supporting social connection and wellbeing	Community and cultural facilities offer welcoming and inclusive experiences that support wellbeing and quality of life for everyone	City of Sydney residents satisfied with opportunities for sporting or recreational activities in the local area
	Community and cultural facilities are inclusive, affordable, and accessible to everyone	City of Sydney residents satisfied with library access in the local area
	Community and cultural spaces are designed with the community and managed to support social connection and wellbeing	
	Improved social connections and wellbeing contributes to everyone's mental and physical health outcomes	
7.3 Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses	Aboriginal and Torres Strait Islander peoples' knowledge and experiences contribute to the city's resilience and adaptation	City of Sydney residents who agree they are prepared for a major emergency
	The city, its public places, services and infrastructure are ready to withstand natural hazards, critical infrastructure failure and international crisis	City of Sydney residents who agree they have a bag of essential items prepared in case of an emergency
	Business, government, and communities collaborate to ensure the city is prepared for, can respond to, and recover from acute shocks and chronic stresses	
	Communities and community organisations have developed their capacity and capability for resilience	
	Our efforts to build resilience and capacity extends to communities beyond our local area, including aiding national and international communities to survive emergency situations	

Strategic objective	Outcomes	Monitoring progress
7.4 The city economy is diversified to strengthen its resilience	The city economy is thriving, and growth is sustained from a diverse economic base	Top 6 industry sectors in the City of Sydney local area ranked by proportion of jobs in each. Aim is for no one sector to dominate
	The city economy comprises a range of business sizes from major corporations and small to medium enterprises, to startups, scaleups for-purpose and social enterprises	
	Job opportunities have been expanded and strengthened by reinforcing Sydney's competitive advantages and addressing underlying economic vulnerabilities	
	The city economy includes a higher proportion of secure jobs	
7.5 People feel safe in the city	The city is seen as a safe and secure place where everyone lives, works, visits and does business, free from discrimination	City of Sydney residents who feel safe walking alone near home after dark City of Sydney residents who feel safe walking alone near home in daylight
	Children get the best start in life and grow up free from harm	
	Domestic and family violence and sexual assault has been reduced	
	Design of streets and other public spaces, technology and other preventive strategies have made the city safer	

Strategic objective	Outcomes	Monitoring progress
7.6 Communities are empowered to lead the change they want to see in the city	A strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector provides high quality services to meet the needs of Aboriginal and Torres Strait Islander peoples in the local area Closing the Gap priority reform 2	City of Sydney residents who participated in at least one community engagement activity (defined as attendance at a community meeting, public hearing or discussion; meeting with, phoned, or written to any local politician; joined a protest or demonstration and /or participated in an online discussion about political or local community issues) in the past 12 months Suppliers engaged by the City of Sydney who identify themselves as Aboriginal and Torres Strait Islander Closing the Gap priority reform 2 City of Sydney spend with Aboriginal and Torres Strait Islander businesses. Target: \$2.4m in 2025/26 \$3.0m in 2026/27 \$3.5m in 2027/28 Closing the Gap priority reform 2 City of Sydney grants to Aboriginal and Torres Strait Islander organisations Closing the Gap priority reform 2
	A strong culture of community led solutions and willingness to help each other prevails in the city	
	Communities are empowered to engage and participate in the design and success of projects and initiatives that impact them	

DIRECTION 8

A thriving cultural life



Community priorities and aspirations

People told us they want a lively city, one that weaves its culture, heritage, public art, events and bold ideas through the very fabric of the urban environment and daily experience. Participating in arts and culture is seen as central to our way of life, it helps build social connections, reduces isolation and improves mental health. It also plays a role in our identity, both individually and as a community.

The constant theme is that we must celebrate our city's unique character and heritage. That begins with feeling pride in our connection to Aboriginal and Torres Strait Islander culture and history as well as the diverse communities that make Sydney their home.

People acknowledge that the richness of culture we experience can be fragile. They want to see it prioritised and protected.

Young people feel Sydney lacks affordable cultural and recreation options for them. Many people are concerned that our city risks losing its own culture and identity. It could become a place lacking diversity in the creative professions with an over-reliance on the importation of culture produced elsewhere. If this continues, we will lose the spaces, talented people and local resources to tell our own stories.

People see the need for more affordable creative spaces and long-term support for cultural infrastructure.

People said more could be done to create an inclusive cultural life, where people feel there are enough responsive, relevant opportunities for them. We need to address these issues of representation, inclusion and accessibility. As mid-to-high density housing becomes the norm, we need to ensure there are spaces and programs available where everyone can participate in a creative practice.

The creative and cultural sector feels it is important to diversify the city's cultural offerings, providing opportunities at every stage of creative development and career progression including platforms for emerging talent, through to mid-

sized spaces and mid-career opportunities that showcase a variety of voices from our local communities.

People believe artists are an important part of our community and should be involved in everyday decision-making. We should better harness the full potential of our creative practitioners and apply their thinking citywide, integrating it into every aspect of city life and a bold, innovative, meaningful, culturally inclusive long-term vision for our future.

Why we need to act

Greater Sydney is home to almost a third of the nation's cultural workforce, the largest concentration in the country. These creative workers and professionals drive innovation, adaptation and experimentation, and are a major part of our ongoing economic strength. The cultural sector provides significant benefits to other sectors and industries including tourism, education, construction, hospitality and recreation.

Culture is an essential component of all aspects of life. It gives our city its character and creates a shared identity for our diverse and growing population. It is fundamental to an inclusive society, that helps our communities remain connected in times of change.

The greatest global cities thrive with a multitude of cultural offerings and creative industries. Sydney's culture is as much about connecting with the world through spectacular harbourside events and institutions as it is about connecting with your neighbours at a local gallery or listening to music in a pub.

For our city to succeed, we must value our unique, eclectic and diverse people by welcoming new ideas and forms of expression.

This begins by understanding the truth of our shared past, laying the groundwork for a future which embraces all Australians. The city's ongoing custodianship by 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're all enriched by the stories of our city, and understanding our history helps bind and guide us towards a shared future.

Image (left): In Between Two Worlds by artist Jason Wing, Kimber Lane, Haymarket
Photo: Paul Patterson / City of Sydney

The growth of the City of Sydney area and rising property prices have had unintended consequences for our cultural life, impacting the viability of venues for live music, small theatres, galleries, artist studios and rehearsal spaces. In the decade up to 2022, we lost more than 170,000m² of creative space in our local area.

There are significantly fewer spaces available where creative professionals can work. As former industrial areas have undergone residential development, we've lost workspaces for industries such as fashion, craft, media and design.

In recent years an even more urgent existential threat has emerged – the cost of housing is pricing artists out of our local area. The average cost of a one-bedroom rental in Sydney is now the equivalent of 62% of the average artist income.

Our creative industries have entered a period of extreme housing stress. These rising housing costs are dividing the creative workforce along socioeconomic lines, favouring those who can afford to live here leading to a loss of skill and diversity. This is troubling, as there is a strong correlation between cultural participation and wellbeing. While the city's population has diversified, our cultural offerings are not keeping pace with that change and our cultural workforce is becoming smaller and more uniformly 'Anglo-Australian'.

Cultural and creative occupations make up 15% of the total workforce in the City of Sydney area. These industries continue to be vital to our local economy, but they're retracting. The loss of creative workers is most apparent in the core cultural professions (artists, writers, musicians and performers) which have declined by more than 11% in the past decade. Sydney is the only capital city in Australia experiencing a reduction in artist population.

The gig-based employment of many workers in the creative sector makes them particularly vulnerable to shocks and sudden change, which was seen during the pandemic. This is particularly true for artists from emerging and diverse backgrounds and early to mid-career sole traders who juggle multiple short-term contracts and create their own work.

Legislative interventions like the lock out laws, liquor licensing schemes, user-pays policing, land use planning and building regulations all can impact the viability of creative professions. Likewise, the rise of streaming services, generative technology, and changes to local content quotas will have further consequences for artists, writers, directors and musicians.

A city that aspires to a strong cultural life needs to value its artists, musicians, writers, filmmakers, designers and other creative practitioners. This begins by acknowledging the complexity and precarity of these industries. We need to understand that the creative sector includes broad, interdependent supply chains, so changes impacting one part have a ripple effect on others.

City of Sydney's role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Thought leader
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Neighbouring local government authorities
- Cultural and creative sector
- Community organisations
- Business community
- Australian Government
- NSW Government
- Peak bodies and member-based organisations
- Residents

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- Cultural strategy 2025–2035
- Live music and performance action plan (2014)
- Busking and Aboriginal and Torres Strait Islander cultural practice policy (2019)
- Making space for culture in Sydney – cultural infrastructure study (2020)
- OPEN Sydney strategy and action plan (2013)
- City art public art strategy (2011)
- Eora Journey: recognition in the public domain – public art plan (2011)
- City centre public art plan (2013)
- Green Square public art strategy (2013)
- Chinatown public art plan (2015)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.



Qtopia Sydney - the home of queer history and culture

Photo: Abril Felman / City of Sydney

Implementation of sustainable development goals



Responding to major acute shocks and chronic stresses



Education



Housing



Cost of Living



Mental Health



Racism



Fragmented Governance



Reduced Social Cohesion



Global Supply Chain

2050 outcomes

Strategic objective	Outcomes	Monitoring progress
8.1 Aboriginal and Torres Strait Islander peoples and their cultural practices are valued and supported	Cultural practice and rights is defined and determined by Aboriginal and Torres Strait Islander peoples	Aboriginal and Torres Strait Islander peoples' satisfaction with the range and quality of creative expression in the public domain
	The cultural life of the city has strong connections to the history of this place and to Aboriginal and Torres Strait Islander peoples	
	Gadigal culture is acknowledged and respected	
8.2 We value our cultural life and champion our creative industries	Sydney is renowned for its world-class cultural offerings and investment in bold ideas and new talent	City of Sydney residents who are satisfied with feeling a part of the community
	By championing local cultural production, our stories, history, and local creative achievements are recorded and shared	City of Sydney residents satisfied with number and quality of arts and cultural events such as festivals, performances and exhibitions in the local area
	Creativity is core to urban policies, ensuring the city is open, accessible and renowned for quality creative experiences	
	We celebrate the many cultures of our diverse, multicultural and inclusive city	
8.3 An increasing number of creative workers live or work in the city	Diverse creative communities call the city home	Creative industries workforce in the City of Sydney local area
	Reform of the sector enables creative practitioners to earn a sustainable income from their work	
	Defined creative precincts are the focal point for growing creative living, working and production	

Strategic objective	Outcomes	Monitoring progress
8.4 Sydney's cultural life reflects the diversity of our communities	Diverse voices are enabled and empowered to share their stories, strengthening identity and creating connections	City of Sydney residents satisfied with opportunities to participate in arts and cultural activities in the local area
	Culture is essential to all aspects of city life – creating meaning, identity and purpose and fostering an inclusive society	
	Leadership of the creative sector represents the diversity of our communities	
8.5 There is an increased supply of accessible creative space	All neighbourhoods have affordable and accessible cultural spaces and activity, supported by public transport	Creative industries enterprise space in the City of Sydney local area
	A stable and increasing supply of affordable space enables creative practitioners to live and work in the city	
	At-risk venues, infrastructure and cultural assets are protected	
	Innovative partnerships, financing models and revenue streams enable new cultural infrastructure at scale	

DIRECTION

9

A transformed and innovative economy

A full-page photograph of a researcher in a cleanroom. The researcher is wearing a blue hooded cleanroom suit, a white surgical mask, and white gloves. They are standing next to a large, complex piece of scientific equipment, possibly a scanning electron microscope, and appear to be adjusting or working on it. The background is a cleanroom with yellow safety barriers and glass partitions.

Researcher at work in the Clean Room of the University of Sydney's Nanoscience Hub. The Sydney Nano is unique in Australia and one of the most advanced facilities of its kind in the world. Here, the University is aiming to discover groundbreaking solutions to challenges such as water security, greenhouse gas emissions, toxicity of nanomaterials, inoperable conditions, hurdles in quantum technology development and untreatable neural diseases.

Photo: Louise Cooper / University of Sydney

Community priorities and aspirations

Communities and businesses alike believe the city's ongoing economic success relies on building environmental resilience into decision-making. Climate change will shape business risks and changing patterns of consumption. There is an ongoing desire for Sydney to position itself as a global leader in innovation, with strong support for attracting investment in technology and green industries.

Businesses are clear that stewardship of place is important. For innovation to flourish in the city, we need to create distinctive precincts with high-quality amenities, where residents and workers can live, work and visit. These precincts need appropriate infrastructure and capacity for innovative businesses to cluster and grow.

There is a high level of support for making the city more liveable, greener and more walkable. A walkable neighbourhood is one where people can comfortably walk from their home to a main street, to parks, playgrounds or other facilities in around 10 minutes. They also want good public transport.

People feel the city centre and main streets must be lively, welcoming and inclusive places day and night. A liveable city attracts talent, workers, visitors and residents.

As metropolitan Sydney develops in the coming decades, coordination and collaboration between the key economic centres must evolve. This includes developing new economic sectors and stimulating growth. There must be access to affordable housing and commercial space, a focus on education, skills and workforce development and clear global commercial pathways. There should be grants, incentives and other support mechanisms for startups.

We must also address community concerns that not everyone has benefited from recent economic growth. Efforts to widen participation and reduce disadvantage must be a priority.

People feel it is important that economic growth benefits all sectors of society, particularly through the development of affordable housing for key workers and creatives. Targeted investment and support for Aboriginal and Torres Strait Islander entrepreneurs was also raised, acknowledging the value of First Nations culture as an asset that contributes to Australia's identity and economy.

Why we need to act

Work by the Organisation for Economic Co-operation and Development suggests that widening income inequality affects us all. The consequence of declining incomes for the lowest earners and low-income households also creates social impacts that lead to lower overall growth in gross domestic product.

Addressing these issues requires collaborative action and new perspectives on economic models. Demand is likely to rise for occupations that aren't easily automated or skills resistant to mechanisation. These areas require creativity, original thought and innovation. We need to ensure this is addressed by our education system and lifelong learning.

While Sydney ranks among the highest performing urban economies in the world, we must act to sustain and enhance this position. We must embrace the changes brought about by the pandemic and economic downturn to emerge confident that the city's economy can transform, innovate, diversify and be sustainable in the long term.

Despite the pandemic, our floorspace and employment survey in 2022 shows that jobs in the City of Sydney area grew to 520,000 from 500,000 in 2017. There's also anywhere between 50,000 to 100,000 transient, construction and home-based business jobs in the city each year.

In 2016 it was estimated up to 40% of the Australian workforce had 'non-standard' jobs with no employment security. More than 4 million people were engaged as casuals, on short-term or part-time contracts, employed through labour hire companies or as 'independent' contractors. In our local area, the number and proportion of insecure jobs increased between 2017 and 2022 from 27,000 (5.4%) to 34,000 (6.5%), largely due to the impacts of Covid on smaller businesses.

The widespread adoption of working from home practices has impacted how often workers commute across the week, with Central Sydney office occupancy rates lower than before the pandemic. This presents challenges and opportunities as use patterns in the city shift and continue to shift in the future. Maintaining a vibrant and active city centre will be critical to the health of the Greater Sydney economy.



Night Time Diversification Grant recipient, The Paramount Recreation Club, Surry Hills.
Photo: Katherine Griffiths / City of Sydney

While the pandemic closed borders and saw visitor numbers plummet, year on year the industry has recovered with international visitor numbers nearing pre-pandemic levels. The quality of the international, domestic or local visitor experience is a major driver of future economic growth.

To support a vibrant city economy with more visitors, we need strategies to generate more activities and reasons for people to visit the city and return more frequently. This should include a stronger role for culture and creativity in the city, including events and activations.

A vibrant and safe night-time culture is also vital to our city's future. Our reputation as a city for fun and sophisticated socialising and our ability to attract young people is in decline. Given Sydney's cost of living and housing affordability pressures we need to respond with higher levels of amenity and cultural experience.

We can become leaders in the transition to a green economy. Scientific evidence indicates the next decade is crucial for action and investment and the economic opportunity is significant. It's projected Australia will see \$4 trillion in green investment by 2030, resulting in a net increase of 11,000 jobs in NSW. New businesses and business

models will emerge in the transition to a circular economy which will reduce waste and may also find innovative solutions to other environmental problems.

By acknowledging the possible consequences of large-scale change, such as moving to a net zero economy, we need to carefully plan the transition for workers in those sectors where negative impacts occur. It's important that industries and jobs are replaced so no one is left behind.

Metropolitan Sydney's economic structure will significantly change in the decades leading to 2050. For Sydney to be successful, there must be significant jobs growth in major centres such as Parramatta and the Western Sydney International Airport region. These major economic centres need to be connected, work together, specialise and complement each other.

To drive an innovation-led transformation across our economy, we're targeting 70% of these new jobs to be in knowledge and innovation intensive industries – finance and financial services, professional and business services, higher education and research, ICT, and creative industries.

These high-value jobs will be clustered in defined precincts across our city, with clustering supporting specialisation, innovation and productivity. The success of these precincts will be critical to growing our economy, improving equitable access to employment opportunities and spurring the innovation that will help solve some of the biggest challenges our communities face, including climate change. Tech Central is Australia's largest innovation precinct in Camperdown, Haymarket and Eveleigh, all within the City of Sydney area.

Our city needs to ensure it's a creator of ideas and technology, not just a consumer, with a focus on bridging the gap between industry and educational institutions and encouraging collaboration more broadly. We need to develop the innovation investment system and increase the concentration of the innovation economy in key precincts. We need to attract and retain talent, including fostering the pipeline of local talent currently studying in our schools and universities. We need to support job-rich industries that convert innovation and technology into valuable products and services, particularly those that will support the transition to net zero.

There are also shifts in employment, from full-time to freelance and insecure gig work. Our future workforce will need the entrepreneurial skills to craft their own career paths, and our societal and institutional systems will also need to adapt.

Small, independent high-street businesses keep our neighbourhoods lively. Many will continue to struggle in this changing environment without support such as street events, digital skills courses, and business networks and partnerships. Their evolution should include a more complex and engaging customer experience, becoming more digitally literate and working with one another to achieve economies of scale.

We also need to diversify and expand the mix of businesses and business structures in the city. We must ensure that charities, not-for-profits, mutuals and cooperatives, social enterprises and B-Corp certified organisations are well represented, along with more familiar corporate structures and small businesses. Diversity offers more choice for employees. Our city must also have the digital infrastructure to support business and personal requirements over coming decades. It will take the collective action of governments and business to keep Sydney competitive globally.

Beyond creative workers, we need to ensure that everyone can benefit from a job or their own business. We know this is not the case for many in our communities. We risk becoming a less diverse, less inclusive city and a poorer performing economy if we don't make these changes.

City of Sydney's role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Thought leader
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Neighbouring local government authorities
- Business community
- Australian Government
- NSW Government
- Peak bodies and member-based organisations
- Regulatory and standards organisations
- Residents
- Universities and other research organisations
- Cultural Institutions
- Community organisations
- Not-for-profits and NGOs



Sydney New Year's Eve. Photo: Daniel Tran

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- Economic development strategy (2025–2035)
- International education action plan (2018)
- Eora Journey economic development plan (2016)
- OPEN Sydney strategy and action plan (2013–2030)
- Central Sydney planning strategy (2016–2036)
- Camperdown-Ultimo collaboration precinct: innovation & collaboration study (2019)
- Smart city strategic framework (2020)
- Community wealth building statement (in development)
- Sustainable procurement policy (2021)
- City plan 2036: local strategic planning statement (2020)
- Housing for all: City of Sydney local housing strategy (2020)
- Stretch reconciliation action plan (2020)
- Cultural strategy (2025–2035)
- A city for all: social sustainability policy and action plan (2018–2028)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

Implementation of sustainable development goals



Responding to major acute shocks and chronic stresses



Economic Crisis



Cyberattack



War & Conflict



Disease Outbreak



Railways



Digital Network



Fragmented Governance



Global Supply Chain

2050 outcomes

Strategic objective	Outcomes	Monitoring progress
9.1 An expanding innovation economy supports Sydney's future prosperity	New specialisations emerge with innovation central to the growth of Sydney's economy	Worker productivity in 5 knowledge and innovation intensive industries in the City of Sydney local area Jobs in the 5 knowledge and innovation intensive industries in the City of Sydney local area
	Innovation precincts, including Tech Central, have grown and intensified activities, cementing Sydney's reputation as a world-leading city of innovation	
	Major economic centres across Sydney are connected for strong, complementary growth	
	Sydney has developed a culture of experimentation as well as a workforce equipped with the skills and supporting structures to leverage new technologies, accelerating productivity and scalability	
	The city trials new initiatives and is equipped with high-speed, fit for purpose technology and data infrastructure	
9.2 The transition to a net zero economy offers new economic opportunities	Sydney is a global champion of net zero	Sydney's position on the Global Destination Sustainability Index
	Global competitiveness is maintained by moving quickly to a net zero economy	
	Businesses across all sectors are engaged and participate in the transition to a net zero economy	
	Sydney's financial and services sector supports NSW's growth as a sustainable economy powerhouse	
	New job and business opportunities come from the transition to a circular economy	

Strategic objective	Outcomes	Monitoring progress
9.3 An inclusive city economy provides opportunities for everyone to participate and share in its prosperity	Sydney is prosperous with a globally connected economy, with the wealth and benefits equitably distributed locally	City of Sydney gross regional product
	The principles of community wealth building are embedded, resulting in an inclusive and more sustainable economy	Secure jobs in the City of Sydney local area
	Opportunities for wider economic participation and more secure employment have been created	Aboriginal and Torres Strait Islander young people (15 to 24 years) from the City of Sydney local area who are in employment, education or training. The National Closing the Gap target is 67%.
	Aboriginal and Torres Strait Islander peoples in the City of Sydney are empowered to access pathways through education, training and employment that align with their aspirations	Closing the Gap target 7
	Aboriginal and Torres Strait Islander businesses grow and flourish Closing the Gap priority reform 5	Aboriginal and Torres Strait Islander people aged 25-64 from the City of Sydney local area who are employed. The National Closing the Gap target is 62%. Closing the Gap target 8
9.4 Creativity and great experiences fuel the vitality of the city	The city has become more than a place of work and business, it is the destination for a range of great experiences day and night	Trips made in the Sydney city centre on public transport
	A range of creative, inclusive, fun and diverse activities enliven the city centre and local main streets enticing people to visit	Domestic visitors – average number of nights stayed in the City of Sydney local area
	The city centre and local main streets are active throughout the day, the evening and into the night, supported by appropriate public transport options	International visitors – average number of nights stayed in the City of Sydney local area
	The city is a destination of choice providing experiences across the 24-hour economy, attracting local and global visitors	International visitors staying overnight in the City of Sydney local area
		City of Sydney residents attending cultural activities, events, performances, and venues
9.5 Unique local neighbourhoods and the global city centre support thriving economic activity	The city is shaped by the unique local areas with their own identity and character – the city centre, main streets, creative and late-night precincts – each supporting thriving economic activity	Business establishments employing workers in the City of Sydney local area economy
	Sydney is a leading local, national and international destination for business, investment and talent attraction	
	Global connections continue to provide opportunities for local businesses and organisations	
	Economic, creative and residential activity coexists in diverse local neighbourhoods	

DIRECTION 10

Housing for all



Community priorities and aspirations

Our communities want their city to be inclusive of all people, regardless of age, gender and cultural background, what they do for work or how much they earn. This is why housing affordability is a very high concern for priority communities, especially young people and Aboriginal and Torres Strait Islander peoples. The availability of rental and social housing and how this is a barrier to a diverse and equitable city concerns people.

Social housing tenants and renters are concerned about their inability to make their homes more climate-resilient due to cost or rental restrictions. They want climate-resilient housing and want to ensure homes are adapted to cope with extreme weather events.

People understand housing options need to expand but not at the expense of quality. People value living in a neighbourhood that is home to people from all walks of life. They express concerns about being priced out of the market over time and losing their deep connections to place.

There is also a call for more affordable housing and subsidised creative spaces to support artists and creative workers.

They acknowledge as the city moves toward almost all new developments being apartments, the city must still cater for a diversity of household types and sizes – students and single person households as well as families, older people and even intergenerational households.

The city's future economy and if it will be able to attract and retain its workforce also concerns people. Australian businesses compete globally for talent, and people note the comparatively high cost of housing in our city could deter candidates from accepting a job. Sydney's future economic success may be linked to the cost of renting or purchasing housing in the city.

Image (left) Butterscotch Park and
Honeykiss Way, North Rosebery
Photo: Katherine Griffiths / City of Sydney

Why we need to act

All countries committed to the United Nations sustainable development goals are aiming to provide adequate, safe and affordable housing by 2030, for everyone in their communities. Australia has committed to this target, but in metropolitan Sydney including the inner city, we're not yet close to achieving this aspiration. There's much more to do if we're to achieve this goal.

Housing is a human right that provides more than shelter. It gives people access to private space that is safe, secure, affordable, healthy, accessible and well-located. Housing should be culturally appropriate, good quality, well-designed and include high technological and environmental performance.

The City of Sydney understands our communities, businesses and other interest groups expect us to take a leadership role in addressing the city's housing needs. To accommodate our future population, we must plan for a total of 173,500 dwellings by 2036, and more as the number of residents grows. In 2024, the NSW Government also imposed short term housing targets for councils to assist the state to meet its share of the National Housing Accord. The target for the City of Sydney area is 18,900 private dwellings from 2024 to 2029. New housing supply needs to include social, affordable and diverse housing.

The city's population has always been very diverse so the nature and mix of housing must continue to support this diversity. This means keeping existing low-cost housing in the area and supporting the growth of new social, affordable and diverse housing.

While the local community will remain relatively young, in the next decade we can expect a growing proportion of older people living in the inner city. Single person households are likely to remain the main housing type, but families with children are expected to be the fastest growing in coming decades. Aboriginal and Torres Strait Islander residents represent an overall younger population and have notable differences in housing needs including size, accessibility and affordability.

The quality and performance of housing in the city must also be addressed. To adapt to the effects of our changing climate, housing must meet high standards of design, construction and environmental performance. People must be able

to live safely as temperatures rise by using passive design wherever possible to maintain comfort. High-performing residential buildings add to the quality of life that communities expect in a medium to high-density urban setting.

The community values well-designed, well-ventilated, energy-efficient, homes that support people's health and wellbeing. The proximity of homes to local services and public open spaces is essential. Proximity to local jobs has important economic and social benefits for individuals, households and the broader community.

The availability and affordability of housing has continued to decline, especially for those with limited capacity to pay and with extra support needs. This dire situation is worse than in previous years, which has been driven by challenges in creating new supply with increases in finance costs, construction costs and materials availability and labour shortages. At the same time, housing affordability is forecast to likely worsen in the near term due to increasing demand.

Diverse and affordable housing is needed to attract talent and investment as well as support our diverse communities, including people experiencing homelessness.

Longstanding housing issues for Aboriginal and Torres Strait Islander people in the Redfern and Waterloo areas also need to be addressed. Both suburbs hold great cultural and political significance for the community and are an entry point for people coming to the city for work opportunities, shelter and connections with community and family.

For Aboriginal and Torres Strait Islander peoples, the impacts of former government policies are intergenerational. Systemic barriers, less generational wealth and lower incomes mean they often cannot invest in property, which otherwise provides the 'launch pad' for the next generation. Aged care is a priority to ensure culturally appropriate care for Aboriginal and Torres Strait Islander Elders and older people to maintain access to family, community and support services.

The City of Sydney recognises the significance of housing and other services being managed by Aboriginal community-controlled organisations and supports efforts to ensure future expansion of the sector locally.

The 2021 Census shows that twice as many households are renters (65%) in our area compared to the rest of the country (31%).

Housing stress occurs when more than 30% of gross income in a low-income household is spent on housing. The 2021 Census shows among all households in the local area that 33% of renters spend more than 30% of their income on housing. This increases considerably for low-income households to 69% who rent.

In comparison, 36% of Aboriginal and Torres Strait Islander households in the local area who rent spend more than 30% of their income on housing. Conversely, for low-income Aboriginal and Torres Strait Islander households, 58% who rent spend more than 30% of their income on housing.

Another challenge facing renters is housing security. Reform is required to ensure long-term rental is a viable alternative to home ownership. The rights of tenants need to recognise that many renters will rent long term and even lifelong.

In a wealthy city like ours, we shouldn't have people forced into homelessness. This complex problem with complex causes, reflects poverty, inequality and the housing affordability crisis. It also points to insufficient social housing for the most vulnerable people.

With around 63,000 households in NSW on the social housing waiting list, the waiting time in 2024 for access to housing in the local area was 10 or more years for non-urgent applicants.

People without Australian residency status who are experiencing homelessness in the city are ineligible for housing assistance. In a highly unaffordable and constrained housing market, this makes them vulnerable to exploitation and exposes them to sub-standard housing.

City of Sydney's role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

Key partners and collaborators

- Neighbouring local government authorities
- Community housing providers
- Housing developers
- Community organisations
- Aboriginal community controlled organisations
- Business community
- Australian Government
- NSW Government
- Homes NSW
- Peak bodies and member-based organisations
- Residents
- Not-for-profits and NGOs

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- Economic development strategy (2025–2035)
- Cultural strategy (2025–2035)
- A city for all: social sustainability policy and action plan (2018–2028)
- A city for all: homelessness action plan (2020)
- City plan 2036: local strategic planning statement (2020)
- Housing for all: City of Sydney local housing strategy (2020)
- Planning for net zero energy buildings (2021)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

Implementation of sustainable development goals



Responding to major acute shocks and chronic stresses



Economic
Crisis



Shelter



Housing



Cost of
Living



Social
Isolation



Fragmented
Governance



Homeless Person's Belongings, Woolloomooloo
Photo: Katherine Griffiths / City of Sydney

2050 outcomes

Strategic objective	Outcomes	Monitoring progress
10.1 People sleeping rough or at risk of homelessness have access to adequate accommodation, services and support to meet their needs	Everyone has a home	People sleeping rough in the City of Sydney local area on the night of the annual street count
	Investment and collaborative action have resulted in accommodation, services and resources matching or exceeding the demand for them	People in crisis accommodation in the City of Sydney local area on the night of the annual street count
10.2 The supply of well maintained, safe, secure and sustainable social housing is increased to support our communities	High-quality housing is available for everyone	Private dwellings that are social housing in the City of Sydney local area. Target of 7.5% by 2036
	Services and social supports are in place to enable people to live with independence and dignity	
	Properties and their surrounds continue to be improved and maintained to a high standard	
	Connections to local neighbourhoods and communities are preserved when redevelopment takes place	
10.3 An increased supply of affordable rental and diverse housing supports our communities and the economy	Supply of affordable rental and diverse housing supports a socially and economically diverse community	Private dwellings that are affordable rental housing units and / or diverse housing dwellings in the City of Sydney local area. Target of 7.5% by 2036
	A strong community housing sector continues to grow supply of affordable rental and diverse housing	
	Collaboration across government contributes to an increased supply of affordable rental and diverse housing across Greater Sydney	

Strategic objective	Outcomes	Monitoring progress
10.4 Our city has a mix of housing accommodating diverse and growing communities	There is more housing that better meets the needs of families, intergenerational households, older people, people with disability, students, lone person and co-living households and other cohorts.	Private dwellings in the City of Sydney local area. Target 156,000 by 2036 Non private dwellings (boarding houses, student accommodation, residential aged care services) in the City of Sydney local area. Target of 17,500 by 2036
	Homes built between now and 2050 are comfortable, healthy, cost efficient and resilient to live in	
	Renting is a viable, secure and long-term housing option	
	Homes are close to jobs, local services, public open spaces and public transport	
10.5 There is an increased supply of culturally appropriate and self-determined housing for Aboriginal and Torres Strait Islander peoples	Aboriginal and Torres Strait Islander peoples are no longer displaced from the local area	Projects led by or partnered with Aboriginal community-controlled organisations to provide culturally appropriate housing (supported by the City of Sydney through funding, or discounted land or asset sales) Number and proportion of Aboriginal households in the local area that live in affordable housing provided by St George Community Housing, Bridge Housing, and City West Housing
	Aboriginal and Torres Strait Islander peoples have increased access to self-determined culturally appropriate housing	
	Increased supply of culturally appropriate and self-determined social and affordable rental housing for Aboriginal and Torres Strait Islander peoples	
	The Aboriginal community housing sector has grown its capacity to provide housing Closing the Gap priority reform 2	



Transformative project ideas

After we engaged our communities, we developed 10 transformative project ideas. These ideas are outlined in Sustainable Sydney 2030–2050 Continuing the Vision.

The ideas were developed with prominent architects, landscape architects and urban designers. They demonstrate how future public space and infrastructure projects could achieve our vision for a green, global and connected Sydney by 2050.

The projects propose long-term solutions by using creative responses to the opportunities and challenges facing our city. Many are refreshed ideas from our original Sustainable Sydney 2030 vision, while some are new.

They respond directly to the priorities and aspirations of our communities – a city where Aboriginal and Torres Strait Islander peoples and their cultures are visible, for example. These ideas will help us become a greener city that is regenerative and innovative with thriving arts and culture.

The ideas bring the community's vision to life, drawing on the strategic directions and actions to reimagine a future city for all. They acknowledge that long-term infrastructure and development requires commitment from all levels of government, businesses and our residents.



1 Eora Journey –
Yananurala



2 Three linked city
squares



3 The green city –
increasing city greening

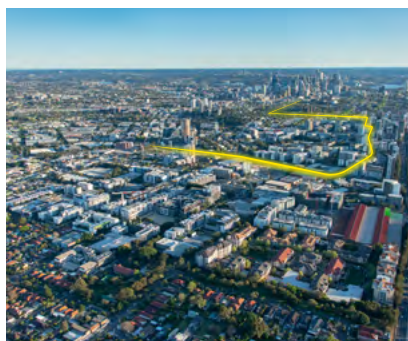
These ideas illustrate
how our vision for
a future Sydney
could be realised



4 City space improvement
program



5 The water city – making
more of our harbour



6 Connecting
Green Square



7 Metro as
catalyst



8 Building on
housing for all



9 Making space
for culture



10 Reimagining our
community assets

1

Eora Journey – Yananurala

Yananurala, the harbour walk will share and celebrate new and old stories of Aboriginal and Torres Strait Islander people along the Sydney Harbour foreshore.



bara, Judy Watson (2021) Photo: Chris Southwood, City of Sydney
Monument for the Eora above Dubbagullee (Bennelong Point)

2

Three linked city squares

The 3 squares at Circular Quay, Town Hall and Central linked by a transformed George Street will provide more space for public life in the heart of our city. These public spaces are essential to ensure our city remains liveable and sustains its role as a global economic centre.



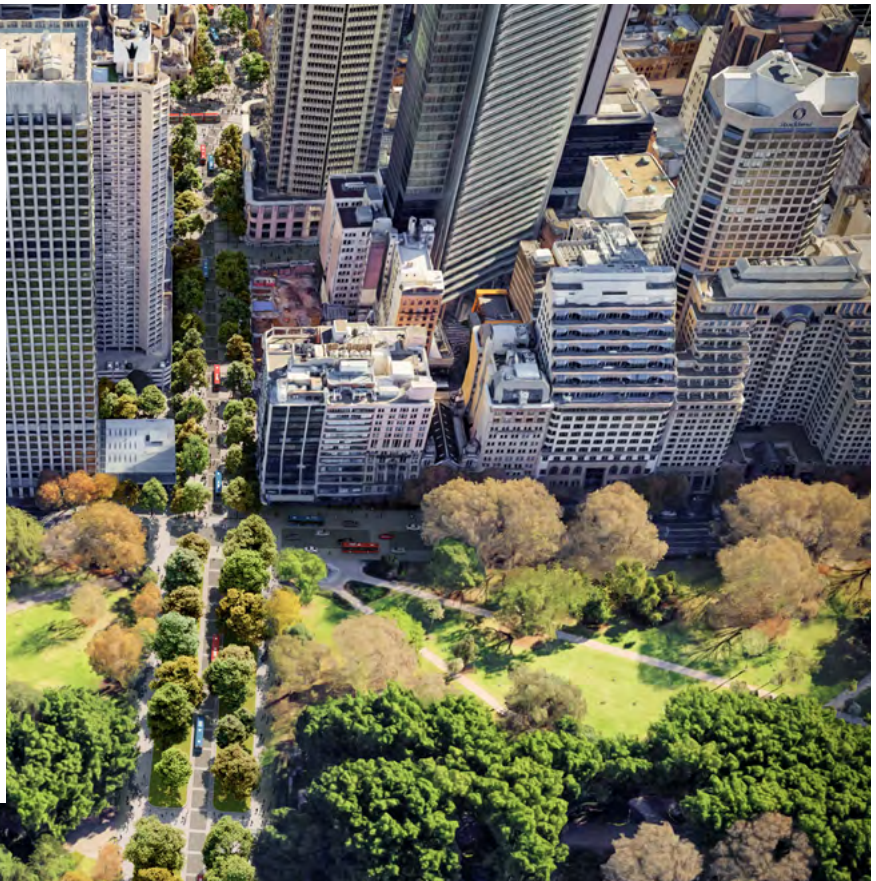
Town Hall Square – Sydney's civic heart

Concept by Bates Smart, Matthew Pullinger & Paddock Landscape Architects

3

The green city – increasing city greening

Three ideas for a green city – green avenues, the laneway commons and expanding Sydney's lungs at Moore Park. They illustrate what our city streets and open spaces could become. A future with more space for people and greening to reduce heat and enable better community wellbeing and health.



Green avenues – Park Street (looking east)

Concept by Bates Smart and Matthew Pullinger

4

City space improvement program

Temporary and permanent initiatives to transform road space into public space for people in Sydney's city centre. This could include timed road closures and temporary use of parking for lunchtime activation and outdoor dining, leading to more permanent transformations that benefit public life in the city centre.



Loftus Street public domain upgrade (looking south)

Concept by HASSELL

5

The water city – making more of our harbour

Swimming in the harbour is an ambitious idea that symbolises a water sensitive city. Rehabilitation, protection and good management of Sydney Harbour in the future could create more opportunities for recreation on the foreshore. This would support the environment and the wellbeing of our communities and our economy.



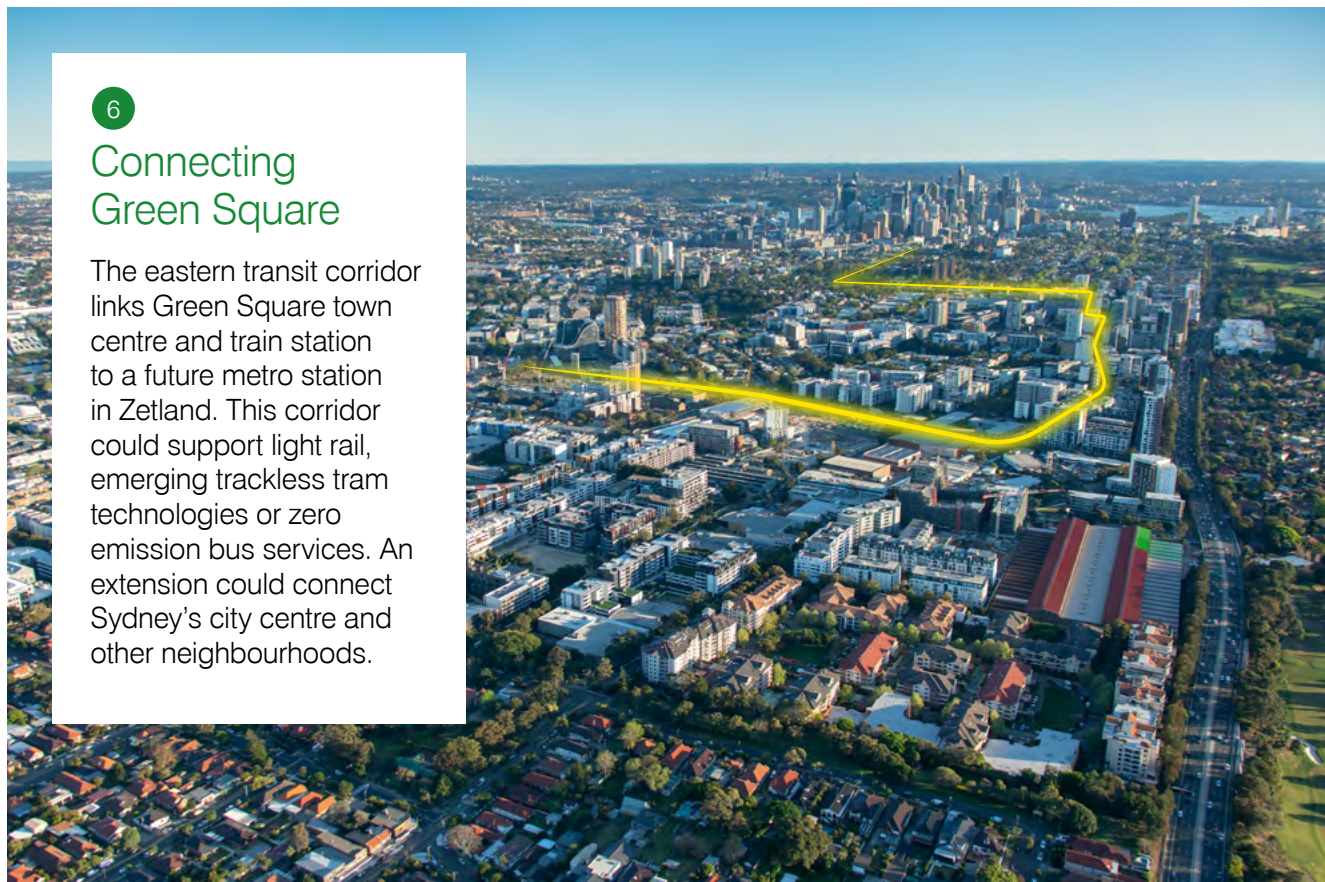
Pirrama Park minimal intervention vision

Concept by Andrew Burges Architects

6

Connecting Green Square

The eastern transit corridor links Green Square town centre and train station to a future metro station in Zetland. This corridor could support light rail, emerging trackless tram technologies or zero emission bus services. An extension could connect Sydney's city centre and other neighbourhoods.



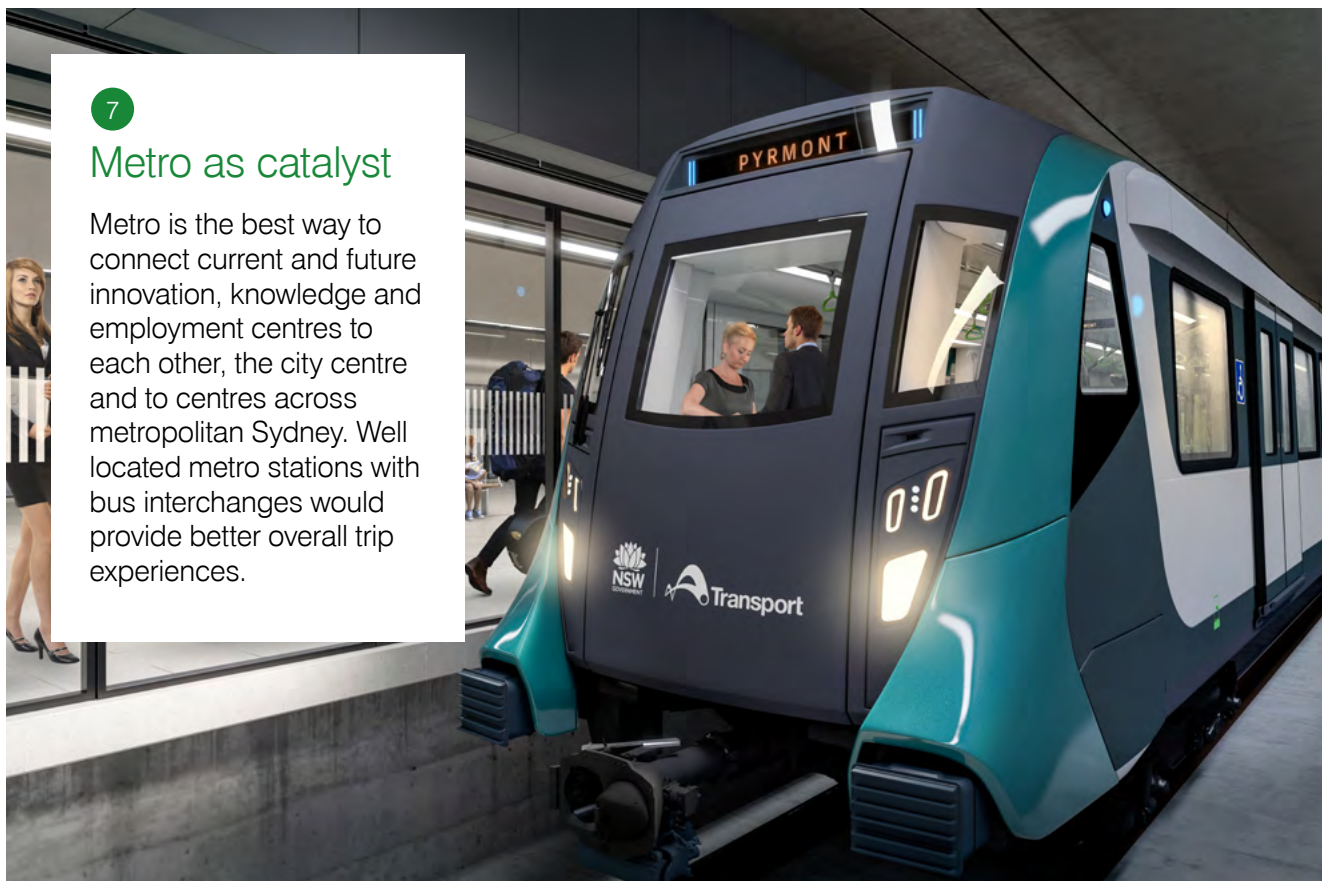
Connecting Green Square

Ethan Rohloff (base image) / City of Sydney

7

Metro as catalyst

Metro is the best way to connect current and future innovation, knowledge and employment centres to each other, the city centre and to centres across metropolitan Sydney. Well located metro stations with bus interchanges would provide better overall trip experiences.



Sydney Metro West – Pyrmont

Image: Sydney Metro

8

Building on housing for all

More models to increase the supply of affordable housing in Sydney are needed because like other global cities, Sydney is becoming increasingly divided between those who can afford housing and those who cannot.



Affordable housing on Hansard Street, Zetland

Photo: Katherine Griffiths / City of Sydney

9

Making space for culture

Making space for culture is a two-part strategy for creating and preserving cultural and creative space in Sydney with precinct revitalisation and setting up a creative land trust. A proactive and innovative approach to the creation and preservation of affordable space for culture and creativity is needed to ensure the long-term future of creative workers in our city.



Art Month workshop at Pine Street Creative Arts Centre

Photo: City of Sydney

10

Reimagining our community assets

Reimagining our community assets explores new ideas for how our communities can use existing ones. We want to work with our communities to understand how facilities, halls and open spaces can be transformed for future uses.



Reimagining and activating Sydney Town Hall's edges

Concept by City of Sydney

The communities we serve

Our commitment to engage with the communities we serve

Community participation is a guiding principle of effective and accountable local government. We engage the communities that we serve – the people, organisations and businesses that have a stake in our city's future and who are impacted by the decisions the City of Sydney makes.

Our community engagement strategy provides a framework for how we engage local communities. It outlines the legislative requirements, guiding principles, engagement approaches and processes we use to ensure our engagement is clear, accountable and meaningful, inclusive and accessible. It describes the role communities play in our decisions about projects, policies and strategies, programs and services.

Defining community

The *Local Government Act* requires councils to engage 'their local community'. Defining the local communities the City of Sydney serves is complex.

More than one million people – residents, workers, students, businesses and visitors – spend time in the local area, every day.

Sydney's role as a state capital and global city sees a mix of organisations based in our local area. These include cultural organisations, educational institutions, international tourism sector, corporate headquarters, peak bodies, advocacy groups and government departments. The city is also made up of non-resident property owners with properties large and small.

These communities are diverse. The people who rely on Sydney as their place to live, work, study, do business, access services and visit are also connected to other places around the world. The City of Sydney recognises our responsibilities that are created through these connections between our communities and other communities.

Our local communities are all these people and organisations who have a stake in the decisions the City of Sydney makes.

Recognising diverse communities

One way to understand the complexity of communities in the City of Sydney area is how these communities of people relate to an issue or decision. The types of communities described below overlap and intersect one another.

Communities of place

Many of our projects aim to improve places. Often the most interested and impacted communities are those who live or work around these projects. For example, when consulting on improving a neighbourhood park, we aim to reach residents, property owners, local schools or childcare services and nearby businesses.

Communities of place also include groups of people who hold a particular connection to a place due to its historical or cultural significance. Examples include Aboriginal and Torres Strait Islander communities with Redfern, people of diverse sexualities and genders with Oxford Street and diverse Asian cultures with Haymarket and Chinatown.

People may also closely associate with the activities that take place there, for example members of sporting, community garden or cultural groups. They might belong to less formal groups, such as skaters who use a skate park, or people visiting their local library or community centre.

Communities of interest

Communities of interest organise around an issue or activity. These may include:

- different business sectors, such as tech startups or hospitality
- large corporates or owners of small local businesses
- professions we engage with such as architects and urban planners
- peak bodies, advocacy and industry groups such as the NSW Council of Social Services, People with Disability Australia, Property Council or Committee for Sydney
- not-for-profit organisations and services with a common purpose such as sustainability or affordable housing.

Communities of interest may form advocacy groups and networks the City of Sydney can tap into, such as business chambers, resident action groups and interagency networks. These communities may also convene around a shared activity including sporting or recreational clubs, bushcare and gardening groups, cultural and creative communities, and informal activities like dog walking.

Communities of identity

These communities define themselves. They include Aboriginal and Torres Strait Islander communities, people with disability, LGBTIQ+ communities and multicultural communities. It's important to remember there is diversity in these communities meaning there may be smaller groups within them.

They may gather around cultural and religious beliefs. Communities of identity may also associate by age, for example groups of young people or older people. Sometimes these groups form because of shared experiences, for example social housing residents who live in a particular neighbourhood.

Communities of need

The pandemic reminded us that the needs of people must take priority. In 2020 the City of Sydney community recovery plan survey found that 74% of people agreed it's 'very important that we support people that are vulnerable during the pandemic'.

These may be people facing food insecurity, housing stress or homelessness and economic hardship. They may have difficulty accessing services including digital information channels. These are people who need the City of Sydney to work in a way that ensures their vulnerability is understood and addressed so they can take part in daily life and our decision-making processes.

“Hopefully there will be more kindness and tolerance now.”

– City of Sydney community recovery plan survey respondent (May 2020)

Communities of the future

Perhaps the most important communities to consider in our decision making are the communities of the future. Their perspectives are often difficult to consider.

Two ways we can try to include the perspectives of communities of the future in our engagement are by:

- consulting children and young people who will live with the impacts of our decision making the longest asking the people who we consult to consider the needs and perspectives of those who may not be here yet.

“We are the ones who are going to have to live through the things we choose right now.”

– 2050 Youth Summit participant



Sydney City Farm in Sydney Park, St Peters. Photo: Katherine Griffiths / City of Sydney

Government and institutional stakeholders

The City of Sydney works in an environment of other levels of government with overlapping or complementary responsibilities. We consult each other when we develop and implement our strategies and projects. State government agencies also consult communities in our local area. When this happens its important people are clear about who and which level of government – local, state or federal – is responsible for making decisions.

We have Principles of Cooperation with the Metropolitan Local Aboriginal Land Council respecting their status under the *Land Rights Act 1983*.

We engage with educational institutions including the tertiary sector, schools and early learning centres that provide important community connections in our local area. An example is our memorandums of understanding with the University of Technology Sydney and the University of Sydney.

We're working more with health providers to understand community needs, respond to urgent situations and plan for the needs of future communities.

We work collaboratively with state government agencies and local services in developing shared approaches to support social housing residents across the city and to ensure their voices and needs are heard and understood, particularly with urban renewal projects.

The City of Sydney works with the 33 Greater Sydney councils on issues that cross local government boundaries on the Resilient Sydney strategy and programs focusing on economic, environmental, cultural and governance development.

We also work with state government agencies to inform Greater Sydney and state level policies, plans and strategies. We champion engagement with communities to better inform approaches to land use planning, infrastructure provision, program development and city-wide targets and benchmarking.

We're a member of national and international groups including the Council of Capital City Lord Mayors, global Resilient Cities Network and C40 Cities Climate Change Leadership Group.

A snapshot of our city

The City of Sydney local area is home to an estimated 231,086 residents (June 2023).

The area's Gross Regional Product is estimated at \$141.7 billion (2022/23), which represents 20.8% of NSW's Gross State Product.

In the 2022 floor space and employment survey, 520,000 jobs were counted across 21,500 businesses in the local area.

Demographic profile

City of Sydney residents are relatively young, with a median age of around 34 years (2021). This compares with a median age of around 37 years for residents across Greater Sydney.

The fastest growing household type in the local area is residents living alone (41.1%) in one-person households (2021). Almost half (47.4%) of city residents live in family households with a partner and/or children or other relatives. Group households accommodate another 11.6% of residents.

City of Sydney residents are well-educated with 58.1% holding a bachelor's degree or higher qualification (2021), with a further 11.7% attending university. This compares to 36.3% with bachelor or higher degree qualifications across Greater Sydney and 5.8% attending university (2021).

There are more professionals among City of Sydney residents (2021) at 42.4% than any other occupation. Managers are the next largest occupational group at 18.7%. This compares with Greater Sydney where professionals represent 29.9% and managers represent 15.5%.

Cultural diversity

More than half (52.1%) of the city's residents were born overseas (2021), with 35.9% of these residents arriving in Australia between 2016 and 2021. Residents born in eastern, south-eastern, and southern Asia now make up more than one quarter (25.9%) of the city's population.

More than one third (37.5%) of residents speak a language other than English at home. The most prevalent is Mandarin followed by Thai, Cantonese, Spanish, Indonesian and Vietnamese.

Work and transport

The labour force participation rate among City of Sydney residents (2021) is 74.2%. This represents the number of people working or looking for work, as a percentage of the total residential population aged over 15 years. In this group 94.4% are employed and 5.6% are looking for work.

Almost two thirds (63.5%) of local resident workers (2021) are employed locally.

On 10 August 2021 (Census), City of Sydney residents said they travelled to work by the following means:

- 14.1% by private car (as a passenger or driver)
- 9.5% by public transport
- 10.9% by bike or walking
- 54.2% worked at home.

Please note, the 2021 Census was carried out during pandemic restrictions, so data on mode of transport to work may not reflect typical travel patterns.

Housing

City of Sydney residents are mainly renting their home privately (57.6%). A further 33.5% of households are purchasing or fully own their home, and 7.3% live in social housing (2021).

End notes

1. https://unfccc.int/sites/default/files/resource/cma2021_10_add1_adv.pdf
2. OECD (2023), “Confronting the cost-of-living and housing crisis in cities”, *OECD Regional Development Papers*, No. 49, OECD Publishing, Paris, <https://doi.org/10.1787/7a6008af-en>.
3. <https://www.uts.edu.au/news/business-law/sydney-housing-unaffordable-median-full-time-income#:~:text=New%20research%20suggests%20Sydney's%20housing,until%20at%20least%20the%202030s.&text=Having%20a%20stable%20and%20regular,according%20to%20a%20new%20stud>
4. Housing Audit 2024, available at <https://www.cityofsydney.nsw.gov.au/research-reports/city-monitor-reports>
5. The Australian Digital Inclusion Index measures digital inclusions across the domains of accessibility, affordability and digital ability. <https://www.digitalinclusionindex.org.au/>
6. https://globalaccesspartners.org/GAP_IIERA_Trust_and_Resilience_Report_Feb21.pdf
7. <https://www.who.int/teams/social-determinants-of-health/demographic-change-and-healthy-ageing/social-isolation-and-loneliness>
8. <https://www.groundswellfoundation.com.au/post/connectionsmatter-a-report-on-the-impacts-of-loneliness-in-australia>
9. *Commonwealth Closing the Gap 2024 Annual Report and 2025 Implementation Plan*, featuring artwork by Jordan Lovegrove, Ngarrindjeri
10. https://www.lgnsw.org.au/common/Uploaded%20files/Misc/Closing_the_Gap_Factsheet_for_Local_Councils.pdf
11. https://www.monash.edu/_data/assets/pdf_file/0010/3898900/MSDI-Transforming-Australia-SDG-Progress-Report-2024.pdf

Green
Global
Connected

Attachment E

Delivery Program 2025-2029



Delivery Program 2025–2029

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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Message from the Lord Mayor

Everything we do reflects our commitment to a more sustainable, inclusive, and resilient City of Sydney.

From enhanced urban greening and efforts to reach net-zero emissions, to initiatives that make our city more vibrant, liveable and welcoming for all, this Delivery Program and Budget is our roadmap to ensure our city remains the best place to live, work and visit.

Over the past 20 years we have delivered hundreds of beautifully designed projects including parks, playgrounds, childcare centres, pools, libraries, theatres and community and cultural spaces. We have increased our tree canopy and created more space for people walking and riding.

This important program of capital works will continue and help us meet the needs of our changing and growing city centre and villages.

Major upgrades to parks, public spaces, cycleways, and community facilities will enhance the quality of life for our residents and visitors, and the revitalisation of key precincts such as Chinatown and Oxford Street will increase its vibrancy.

In the next 4 years we will progress plans – three decades in the making – to create a civic plaza opposite Sydney Town Hall. This will be the next stage in the transformation of central Sydney and an extension of the public domain work in George Street.

Addressing climate change also remains a key priority. We have developed a new Environmental Strategy 2025-2030 to guide this work. The new strategy focuses on reducing energy and water use and waste in our buildings and facilities, encouraging the use of renewable energy sources and creating a regenerative and inclusive city. We will also continue to increase our canopy coverage and green spaces to create a cooler and more pleasant city while encouraging greater biodiversity and natural habitats.

Our Resilience Strategy 2023-2028 will continue to help us prepare for, respond, adapt, and recover from shocks and stresses now and into the future, including working collaboratively with the resilient cities network.

Sydney's economy contributes over \$140 billion annually, and we will continue supporting its resilience and growth. We will implement the City's new Economic Development Strategy 2025–2035, championing an economy centred on innovation, sustainability and inclusivity, with a global outlook and great local experiences. We will directly support local businesses, Indigenous enterprises and creative industries through targeted programs and grants.

We will continue to advocate for the extension of light rail down Parramatta Road and through to Green Square, and continue to expand our pedestrian-friendly streets, separated cycleways, and electric vehicle infrastructure. Our 2050 targets include 90% of people working in the city centre using public transport, walking or cycling to and from work.

We will continue using every lever available to us to maximise the amount of affordable housing across our local area. Through developer contributions, discounted land sale, cash grants and planning controls, we are on track to see more than 5,338 new affordable rental homes by 2036, dependent on construction activity.

Our commitment to social equity will see continued investment in food security initiatives and programs that foster inclusivity, safety, and support for priority communities.

And the City's Cultural Strategy 2025-2035 outlines how we will support artists, creatives, and cultural institutions through funding programs, new cultural spaces, and expanded opportunities for public art, ensuring Sydney remains a thriving global cultural hub.

Guided by these plans, developed in close consultation with the community, and by working closely with residents, businesses, and government partners, we will continue to shape a city that is environmentally responsible and a place of opportunity and inclusivity.

A handwritten signature in black ink that reads "Clover Moore." The signature is written in a cursive, flowing style with a long horizontal stroke underneath the name.

Clover Moore AO

Lord Mayor

Message from the CEO

This 2025-2029 Delivery Program continues our commitment to working towards a sustainable, inclusive and resilient city.

Guided by the community's vision and our updated Community Strategic Plan: Delivering Sustainable Sydney 2030-2050 we will continue to deliver projects, programs and services that support Sydney as a green, global and connected city.

Our last delivery program continued our focus on sustainable development, and we also supported communities and businesses through recovery from the pandemic. We delivered innovative events and programs to revitalise the city and continued to provide critical services for the community.

Over the next 4 years we will continue our efforts on ensuring inclusiveness in our services and spaces we create. We will also respond to the challenges faced by our communities around housing affordability and the cost-of living crisis. This will require innovative solutions to ensure Sydney remains an accessible and inclusive city for all.

Our new 10-year Economic Development Strategy 2025–2035 directly supports economic development. It includes momentum-building projects to guide Sydney through an innovation-led transformation. We will work on supporting a 24-hour, vibrant city that continues to be one of the world's most attractive places to live, work, study and enjoy.

We recognise that Sydney's creative industries have long been vital to our economic strength with the largest workforce of its kind in Australia. Our Cultural Strategy 2025-2035 outlines how we will support a thriving cultural life in Sydney. We will look for ways to increase cultural spaces in our city and help our creative workers impacted by the high cost of living

Through careful financial management the City of Sydney has remained in a strong financial position throughout the post pandemic recovery period. Our financial sustainability has allowed us to continue investing in essential services, infrastructure, our extensive grants program, and community programs to enhance connectedness and resilience.

Looking ahead, we will focus on key priorities that support the ongoing growth and resilience of our city including reducing carbon emissions and adopting sustainable practices, investing in inclusive public spaces for everyone, implementing policies that promote social equity and ensuring everyone has access to essential services and opportunities, including safe and healthy food, supporting the cultural and creative life of the city, and strengthening the city and community's ability to adapt to challenges.

This Delivery Program is our roadmap for the next 4 years, detailing the programs we will take to achieve these objectives.

We are committed to responsible governance and stewardship, and respectful engagement with communities to ensure that Sydney continues to thrive. Together, we will continue to serve the community and create a city that is not only a great place to live and work but a community where everyone can flourish.



Monica Barone PSM
Chief Executive Officer

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 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'll 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 Cove which began in 1788 had far-reaching and devastating impacts on the Eora nation. Longstanding ways of life were disrupted by invasion and Aboriginal people's 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're 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're 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've documented many of these in Barani/Barrabugu (Yesterday / Tomorrow), a free guide about 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's part of our commitment to celebrate the living cultures of First Nations peoples.
- 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 the Stretch reconciliation action plan built on our success and extended our actions. It has led to increases in employment of Aboriginal peoples, spending with Indigenous businesses and Aboriginal and Torres Strait Islander cultural learning activities for all employees.
- 2024 we opened the local Aboriginal knowledge and culture centre at 119 Redfern Street, completing another project from our Eora Journey commitments. This provides a place for local Aboriginal and Torres Strait Islander communities to gather, share and support their needs.
- 2025 we adopted the stretch reconciliation action plan for the period of 2025 to 2028 which builds on the City's previous reconciliation action plans, aiming to foster stronger relationships with Aboriginal and Torres Strait Islander communities and further the City's reconciliation journey

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.



Figure 1. Welcome to Redfern, Reko Rennie in collaboration with young local artists (2016)
Photo: Adam Hollingworth / City of Sydney

Inclusion and Equity Statement

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

Aboriginal and Torres Strait Islander peoples, and the Gadigal of the Eora Nation as the Traditional Custodians of this local area are valued.

Sydney's multicultural society and the many languages, traditions, religious and spiritual practices of the people who call the city home are valued.

Together 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. People of diverse sexualities and genders and intersex people are respected.

Together the contributions made by all individuals to the city's 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 vision for the city to 2050. 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.

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.

1. Introduction

Sustainable Sydney 2030-2050 Continuing the Vision, endorsed by Council in June 2022, continues our vision for a more sustainable future. 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.

Recent community insights derived from extensive engagement on key strategies have reinforced our vision and community strategic plan. Based on this recent feedback the community strategic plan was updated in 2025 to focus even more sharply on the things the community have identified as important.

The plan includes 10 targets to enable change to be measured over time. Six guiding principles that consider the values expressed by the community informs the City of Sydney in its decision-making.

Ten strategic directions provide a framework for action to be taken by the City of Sydney, other levels of government, civil society and by communities.

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 2025-2029 (the delivery program / this document) 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 of Sydney 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 6 months to Council.

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 14 September 2024 and the current term will run until September 2028.

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.

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.

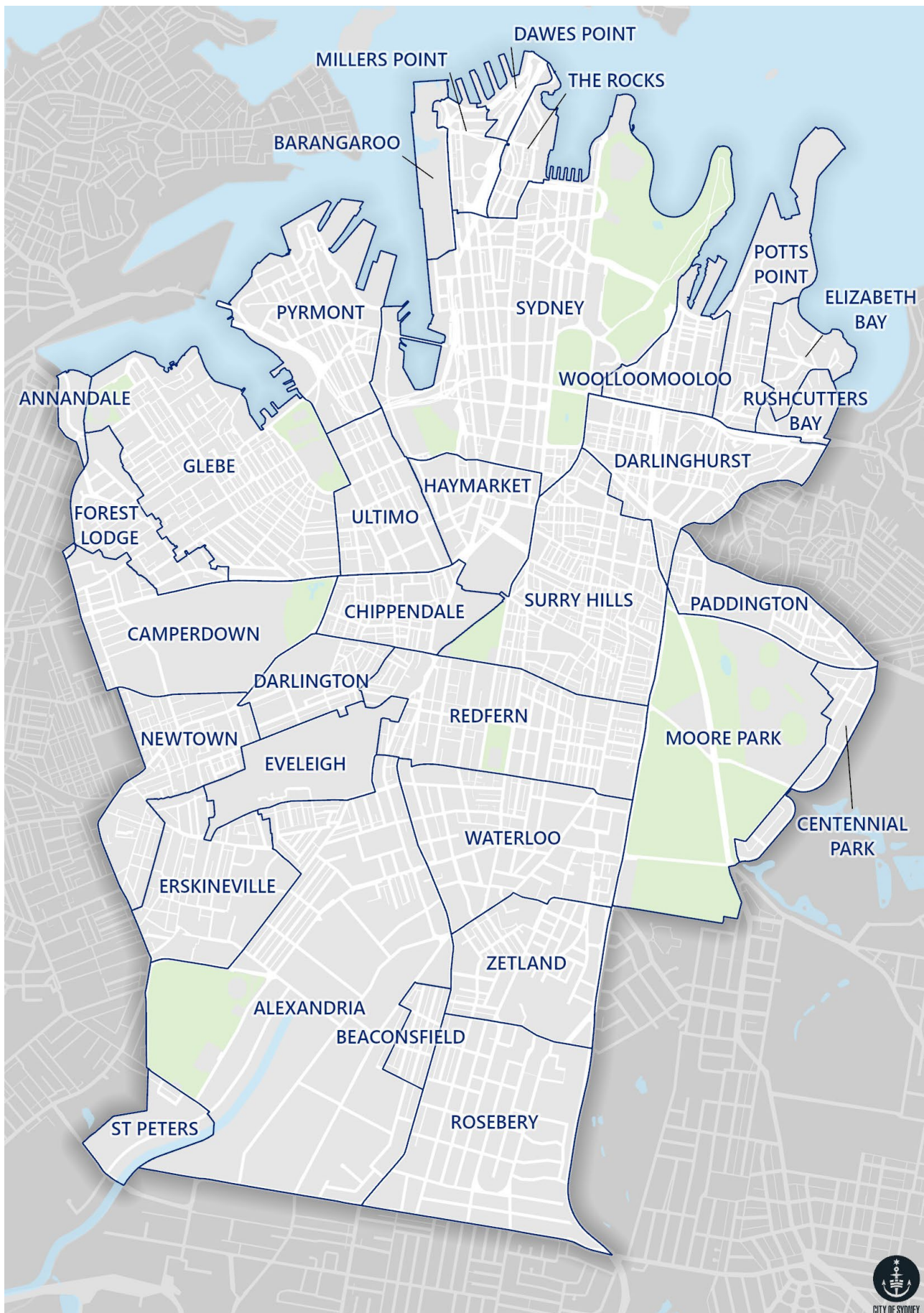


Figure 2. Sydney local government area showing its 33 suburbs

The integrated planning and reporting framework

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

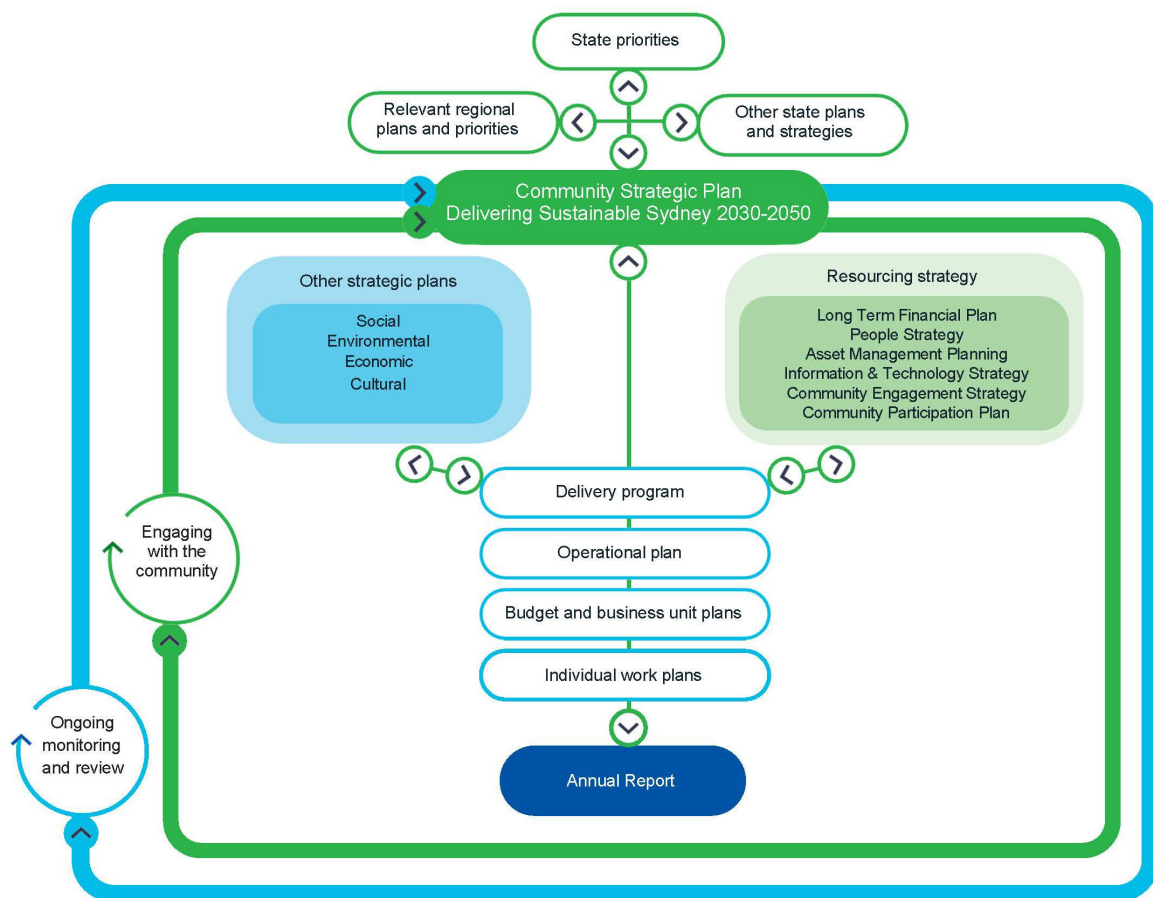


Figure 3. Integrated planning and reporting framework diagram, adapted from Office of Local Government

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 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 3 decades. We update this plan every 4 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 2025-2029 identifies the activities 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 progress 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.

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. Community asset management plan

The key objective of asset management planning is to provide the required level of service for the community in accordance with the community strategic plan, and in the most cost-effective manner. Together, the Asset Management Policy, Asset Management Strategy and Community Asset Management Plan ensure appropriate standards for maintenance and renewal of key assets, detailing status and resource requirements.

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 and community participation plan

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 community participation plan includes information on strategic planning, development assessments and how to engage with Council on land use planning matters.

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 objectives is monitored through regular reporting to Council. We conduct half yearly, annual and whole of each council term progress 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.

2. 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 4-year term by residents and non-residents.

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.

Council's role and services

Our community strategic plan sets out community priorities and aspirations for the local area. It will take everyone working together to achieve the desired outcomes and our targets.

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 the desired outcomes. We'll enter formal partnerships, sponsorships, agreements and memorandums of understanding as needed, and we may set up less formal arrangements and collaborations at other times. Other levels of government and organisations are responsible for delivering projects, programs and services that contribute to our outcomes and targets.

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

The City of Sydney's roles under the community strategic plan include:

Our role	What this means
Advocate	We act as an advocate on behalf of our communities, giving voice to their needs and aspirations. We 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 our communities.

Our role	What this means
Capacity builder	We work with communities and community organisations, building connections and strengthening their capacity to respond to their needs.
Communicator	We provide timely, accurate, inclusive and inspiring information to the people involved in our programs, projects and services, and we engage them in conversations about the work we're doing.
Convenor and facilitator	We bring together all the forces essential for the success of the city, including governments, civil society, businesses and academia to achieve outcomes with and for our communities.
Funder	We provide funding to support innovation, contribute to collaborative initiatives and provide support to communities and organisations.
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.
Networker	We engage in local, national and global networks to share and develop expertise in urban issues.
Planner	We use our professional expertise in city planning and program and service provision to carry out research and collaborate with communities and stakeholders to develop and evaluate ways to resolve identified issues.
Provider	We provide a range of infrastructure, facilities, programs and services for the benefit of the city and our communities.
Role model	We lead by example in how we run our organisation, manage our assets and engage our employees.
Thought leader	We commission and publish thought leadership and research on economic, social, environmental and cultural issues and develop solutions relevant to the city and our communities.

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 focussed on 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 reviews

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. The review program is based on organisational priorities, with current reviews including procurement and contract management, and cyber security and information protection. 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 our communities' and other stakeholders' expectations are included.

Efficiency and effectiveness

In addition to service reviews, Council undertakes a number of programs that enhance financial management and governance of the City of Sydney.

Our internal audit function provides an independent, objective assurance and consulting service (?) aimed at enhancing and protecting organisational value by systematically and independently evaluating and identifying performance improvements in business operations, risk management, internal controls and governance processes. This is undertaken through a strategic program of audits and reviews on behalf of the Audit Risk and Compliance Committee. This activity is in accordance with the City's Internal Audit Charter and is reported independently to the City's Audit Risk and Compliance Committee.

The City has also implemented an improvement model to guide improvement and change. We have adopted 6 improvement principles to guide us in improving our services.

Community and customer focused

Customers and the community are at the heart of what we do. Our customer-centric approach helps us design services to make it easy for customers to deal with us. To do this, we look at how we performed at each stage of our customers' interaction with us, their expectations and how we can improve the service.

Engaged, empowered and capable

Engaging our employees to identify improvement areas and to make change will enable more customer-focused and efficient services and processes. To do this, we must embrace new capabilities, mindsets and ways of thinking. This helps us be more creative and innovative and promote more agile ways of working.

Streamlined processes

Our processes must be easy to use, and each step in the process must add value to the customer and stakeholders. Processes should have clear ownership with defined roles and responsibilities for appropriate decision-making.

Data-driven

We use business intelligence to create data insights into our performance and to inform our decision-making. Data insights are critical to understand how we perform and how we can improve our efficiency.

Digitally enabled

Digital technology will transform our organisation and help us develop innovative ways to meet our community's needs. This means reshaping our services and how we work. New digital platforms will help automate many of our manual practices, improve data accuracy and enable real-time information. Online collaboration will help us work more effectively and efficiently. When employees have a digital mindset, we can identify more opportunities to be digitally enabled.

Financially sustainable

To be financially sustainable, the City of Sydney must think about value for money in how we deliver our services now and in the future. We must review our service levels and delivery models regularly to ensure we provide the right services to the right people for the right outcomes.

Who we will work with

The City of Sydney continues its commitment to lead change through partnerships and collaboration with government, the private sector and our communities. Some of our partners include community housing providers, community groups, Resilient Sydney, universities and research organisations, federal and state government agencies, and the Metropolitan Aboriginal Land Council. We also collaborate with other local government organisations, advocate on key issues and undertake knowledge sharing with a range of organisations and groups. Each year our key partnerships are outlined in the City of Sydney's annual reports – these are available at www.cityofsydney.nsw.gov.au

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
- Environment and Climate Change Committee
- Cultural, Creative and Nightlife Committee
- Equity and Housing Committee
- Community Services and Facilities Committee
- Innovation, Business and Economy Committee
- Transport, Heritage and Planning Committee

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

Internal committees and advisory panels

In addition to Council's committees, it has established a number of committees and advisory panels with Council appointed Councillor representatives (where applicable) that provide advice on the policies and operations of the City of Sydney across various subject areas. These include:

- Aboriginal and Torres Strait Islander Advisory Panel
- Audit, Risk and Compliance Committee
- Business and Economic Development Advisory Panel
- Cycling Advisory Panel
- Design Advisory Panel
- Design Advisory Panel Residential Sub-Committee
- Floodplain Risk Management Advisory Panel
- Housing For All Advisory Panel
- Inclusion (Disability) Advisory Panel
- Multicultural Advisory Panel
- Nightlife and Creative Industries Advisory Panel
- Public Art Advisory Panel

Your council

There are 10 elected members on the City of Sydney Council elected in September 2024:



Image 1. Councillors standing in front of Town Hall. L-R: Councillor Ellsmore, Councillor Thompson, Councillor Miller, Councillor Gannon, Lord Mayor Councillor Moore, Councillor Arkins, Deputy Lord Mayor Councillor Maxwell, Councillor Worling, Councillor Weldon, Councillor Kok. Photo by Abril Felman / City of Sydney

Councillor	Committee and panel appointments
Lord Mayor – Councillor Clover Moore (Clover Moore Independent Team)	Aboriginal and Torres Strait Islander Advisory Panel Business and Economic Development Advisory Panel Central Sydney Planning Committee (Chair) Community Services and Facilities Committee (Chair) Corporate, Finance, Properties and Tenders Committee (Chair) Cultural, Creative and Nightlife Committee (Chair) Cycling Advisory Panel Environment and Climate Change Committee (Chair) Equity and Housing Committee (Chair) Housing for All Advisory Panel Inclusion (Disability) Advisory Panel Innovation, Business and Economy Committee (Chair) Multicultural Advisory Panel Nightlife and Creative Industries Advisory Panel Transport, Heritage and Planning Committee (Chair)
Deputy Lord Mayor – Councillor Zann Maxwell (Labor)	Business and Economic Development Advisory Panel Central Sydney Planning Committee Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee Environment and Climate Change Committee Equity and Housing Committee (Deputy Chair) Inclusion (Disability) Advisory Panel (Lord Mayor delegate) Innovation, Business and Economy Committee Housing for All Advisory Panel Southern Sydney Regional Organisation of Councils (Delegate) Transport, Heritage and Planning Committee

Councillor	Committee and panel appointments
Councillor Olly Arkins (Labor)	Central Sydney Planning Committee (Alternate) Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee (Deputy Chair) Environment and Climate Change Committee Equity and Housing Committee Innovation, Business and Economy Committee Nightlife and Creative Industries Advisory Panel Southern Sydney Regional Organisation of Councils (Alternate Delegate). Transport, Heritage and Planning Committee
Councillor Sylvie Ellsmore (The Greens)	Community Services and Facilities Committee (Deputy Chair) Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee Environment and Climate Change Committee Equity and Housing Committee Housing for All Advisory Panel Innovation, Business and Economy Committee Multicultural Advisory Panel Transport, Heritage and Planning Committee
Councillor Lyndon Gannon (Liberal)	Business and Economic Development Advisory Panel Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee Environment and Climate Change Committee Equity and Housing Committee Innovation, Business and Economy Committee (Deputy Chair) Southern Sydney Regional Organisation of Councils (Alternate Delegate). Transport, Heritage and Planning Committee

Councillor	Committee and panel appointments
Councillor Robert Kok (Clover Moore Independent Team)	Business and Economic Development Advisory Panel (Lord Mayor delegate) Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee (Deputy Chair) Cultural, Creative and Nightlife Committee Environment and Climate Change Committee Equity and Housing Committee Innovation, Business and Economy Committee Multicultural Advisory Panel (Lord Mayor delegate) Transport, Heritage and Planning Committee
Councillor Jess Miller (Clover Moore Independent Team)	Central Sydney Planning Committee Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee Cycling Advisory Committee (Chair) Environment and Climate Change Committee Equity and Housing Committee Floodplain Risk Management Advisory Panel (Alternate Chair) Housing for All Advisory Panel (Lord Mayor delegate) Innovation, Business and Economy Committee Local Pedestrian, Cycling and Traffic Calming Committee (Alternate Chair) Nightlife and Creative Industries Advisory Panel (Lord Mayor delegate) Transport, Heritage and Planning Committee (Deputy Chair)
Councillor Matthew Thompson (The Greens)	Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee Environment and Climate Change Committee Equity and Housing Committee Innovation, Business and Economy Committee Transport, Heritage and Planning Committee

Councillor	Committee and panel appointments
Councillor Yvonne Weldon AM (Independent)	Aboriginal and Torres Strait Islander Advisory Panel Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee Environment and Climate Change Committee Equity and Housing Committee Inclusion (Disability) Advisory Panel Innovation, Business and Economy Committee Transport, Heritage and Planning Committee
Councillor Adam Worling (Clover Moore Independent Team)	Central Sydney Planning Committee (Alternate) Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee Cycling Advisory Panel (Lord Mayor delegate) Environment and Climate Change Committee (Deputy Chair) Equity and Housing Committee Floodplain Risk Management Advisory Panel (Chair) Innovation, Business and Economy Committee Local Pedestrian, Cycling and Traffic Calming Committee (Chair) Southern Sydney Regional Organisation of Councils (Delegate). Transport, Heritage and Planning Committee

3. Strategic Vision

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.

Six guiding principles

Our community strategic plan is centred around 6 guiding principles, based on the values expressed by our communities. This delivery program reflects these values by aligning the actions we will undertake over the next four years with the strategic directions in the community strategic plan.

1. We're accountable to the voices and elevate the knowledge and cultures of Aboriginal and Torres Strait Islander peoples

The city strives to reflect the needs and aspirations of Sydney's Aboriginal and Torres Strait Islander peoples and recognise their rights.

We'll work to authentically strengthen relationships with Aboriginal and Torres Strait Islander peoples and help build self-determining communities.

2. We respond to the climate emergency

We respond to the climate emergency by taking bold steps to reduce the city's environmental footprint and ensure we're prepared for the transition to a circular and zero carbon economy.

We plan for the sustainable growth of the city. We step lightly on the planet and support biodiversity and nature in the city.

We promote transformative change in energy generation, resource consumption, water use, transport and climate adaptation. We encourage it to be done in a way that's equitable and inclusive, with no one left behind or bearing an unfair burden because of long-term structural change to jobs and industries.

Our strategies promote climate resilience, and mitigation and adaptation. This includes emissions reduction, renewable energy and helping the community prepare for climate change. Our strategies also promote equity by ensuring communities who are impacted more by climate change are provided with the resources and opportunities to adapt to the changing climate.

3. We build the resilience of our society and economy

Sydney is a place where partnerships between government, business and communities strengthen the city.

We build resilience in our economy, communities, systems and infrastructure to respond, recover and adapt to shock events and chronic stresses. These include our energy and transport systems failing to cope with extreme weather or other events, and a lack of affordable housing and poorly constructed buildings that fail to meet current safety, quality or sustainability standards.

Among other stresses, our health services are under pressure and some vulnerable communities may be isolated or experience increasing inequity.

4. Our communities are engaged in the governance of their city

Sydney is a democratic city where people of all ages can influence decisions. People are encouraged to be connected and effective community builders.

5. We lead through stewardship and collaboration

The City of Sydney will lead by facilitating social harmony and inclusion while also acting as a steward of the environment and the economy.

In our role as steward, we're required to understand what our communities value and the values we have in common, then act in line with those shared values.

As steward of this city, we'll ensure we embrace innovation and are prepared for change by responding and adapting.

Our communities are also impacted by decisions outside our boundaries. We'll seek to work collaboratively with partners, our neighbours and all levels of government for the benefit of current and future generations.

6. Our organisation is governed responsibly and sustainably

The City of Sydney has a responsibility to balance the needs and interests of current and future generations when it makes decisions.

We'll ensure the organisation has the financial capacity to serve our communities now and in the future.

Fairness and equity, including intergenerational equity, underpin all our choices. High ethical standards, transparency, accountability and the involvement of our communities are integral to the governance of the city.

The City's ten strategic directions

Strategic Direction 1 Responsible governance and stewardship

Our city's leaders continue to evolve to provide good governance and leadership for us

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're innovative leaders in climate change mitigation and adaptation.

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 spaces. 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 character.

Strategic Direction 4 Design excellence and sustainable development

The city continues to grow sustainably and with good design. Communities are inclusive, socially connected, healthy and live in walkable well-served neighbourhoods supported by public transport. Places support economic activity and innovation. The impact of our changing climate is factored into 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 and support long term health and wellbeing. We work with communities, businesses, and other organisations to strengthen connections and networks, and the city is prepared and able to recover from most situations.

Strategic Direction 8 A thriving cultural life

We are proud of the city. We're 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 resulting in transformation 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 people who need it. High-quality housing is available for everyone.

Ten targets to measure progress

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 outlines 10 targets to measure progress. Data for reporting against the targets is sourced from a range of external and City data sources including the City of Sydney Floor Space and Employment Survey, the ABS Census and the City of Sydney Community Wellbeing Survey. Results are reported at the commencement of each term of Council in the State of our city report. The 2024 State of our city report is available on the City of Sydney website.

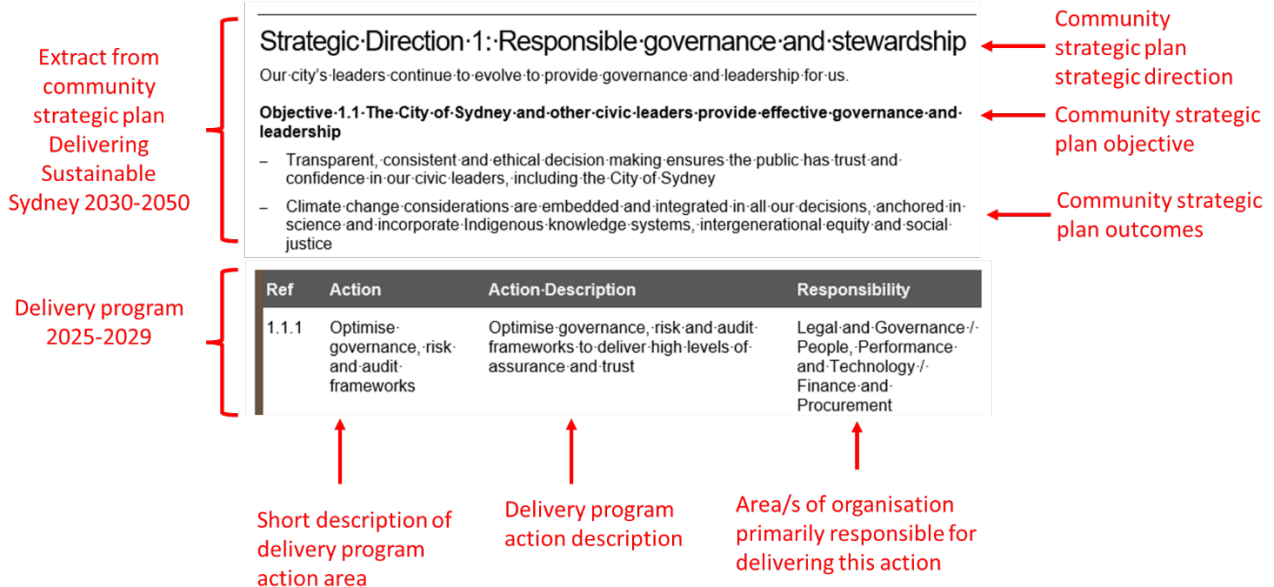
- 1 **By 2035 we will achieve net zero emissions** in the City of Sydney local area.
- 2 **By 2050 there will be a minimum overall green cover of 40%**, including 27% tree canopy cover in our local area.
- 3 **By 2030 residential potable water use will be reduced to 204 litres a person a day** in the City of Sydney local area. Non-residential potable water use will be reduced by 10% from 2018/19 levels.
- 4 **By 2035 there will be a 15% reduction in waste generated** by each person in the local area based on 2023 levels. And by 2035 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.
- 5 **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.
- 6 **By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings** in the local area that include boarding houses and student accommodation. Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable rental and diverse housing with these proportions maintained into the future.
- 7 **By 2036 new cultural production floor space** in the City of Sydney local area will have increased **at least 40,000m²** from 1,212,900m² in 2017.
- 8 **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.
- 9 **By 2030 every resident** in the local area **will be around a 10-minute walk** to what they need for daily life.
- 10 **By 2050 community cohesion and social interaction will have increased** in the local area. This is based on at least 75% of the local resident population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours.

Figure 4. 10 targets to measure progress

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.



Strategic Direction 1: Responsible governance and stewardship

Our city's leaders continue to evolve to provide good governance and leadership for us.

Objective 1.1 The City of Sydney and other civic leaders provide effective governance and leadership

- Transparent, consistent and ethical decision making ensures the public has trust and confidence in our civic leaders, including the City of Sydney
- Climate change considerations are embedded and integrated in all our decisions, anchored in science and incorporate Indigenous knowledge systems, intergenerational equity and social justice
- Fit for purpose governance systems ensure all levels of government, including the City of Sydney can manage risk, monitor performance and pursue outcomes
- Conscious and appropriate management of risk and opportunity is core to government, including the City of Sydney's decision making
- Policies and decisions for our civic leaders are evidence-based

Ref	Action	Action Description	Responsibility
1.1.1	Optimise 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 / Finance and Procurement
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	Provide 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

- The City of Sydney has played a role in Closing the Gap, is a culturally safe organisation and responsive to the needs of Aboriginal and Torres Strait Islander peoples, including through the services we fund and accommodate in our properties (Closing the Gap priority reform 3)
- The City of Sydney comprises people who are culturally competent and who reflect the diversity of the communities we serve
- The City of Sydney comprises empowered and capable employees who serve as champions for the community and the public good
- The City of Sydney is the custodian of information and data on behalf of the community it serves, committed to ethical use, equitable access and proactive publication and sharing. This includes providing data to support Aboriginal and Torres Strait Islander communities to close the gap (Closing the Gap priority reform 4)
- Our systems, resources and capability are responsive to changing service needs
- The innovative use of data and technology informs, engages, educates and improves services to the community

Ref	Action	Action Description	Responsibility
1.2.1	Implement continuous improvement programs	Conduct an improvement program, including service reviews, to enhance the effectiveness and efficiency in the delivery of services	Finance and Procurement / Chief Operations Office / People, Performance and Technology / Strategic Development and Engagement
1.2.2	Develop responsive digital services	Develop and maintain responsive digital services that are easy for our community and employees to access and use	People, Performance and Technology
1.2.3	Provide access to City of Sydney information and data	Publish and promote access to City of Sydney information and data	People, Performance and Technology
1.2.4	Provide 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

- The City of Sydney embodies best practice in its approach to corporate responsibility and financial sustainability
- The City of Sydney's resources are managed to meet the needs of our communities and remain financially sustainable over the long term
- Robust financial planning, effective asset, resource, procurement and contract management ensure the City of Sydney's sustainable financial position is maintained
- A diversified income base with innovative financing models ensures the City of Sydney can provide the infrastructure, assets, programs and services for our communities
- Exploration of different ownership and management models enable social and cultural programs, assets and services to be sustainably delivered into the future

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

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

- Collaborations with metropolitan councils and other partner organisations take advantage of opportunities and solve urban challenges, including Resilient Sydney
- The City of Sydney contributes to the reform of revenue and financing mechanisms for local government in NSW, ensuring sustainable levels of income are aligned with growth in infrastructure and service demand
- Collaboration with other capital city councils and organisations achieve local and metropolitan-wide outcomes

Ref	Action	Action Description	Responsibility
1.4.1	Advocate for policy reform and integration	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

- Progressive approaches to collaboration and partnerships across levels of government and with local, national, and global partners have transformed the city
- Partnerships and collaborations with leading business, academic and community organisations achieve environmental, social, cultural, and economic benefits for the city
- Expertise from specialists, other city governments and those with an interest in the future of the city has contributed to the transformation of the city
- Shared decision-making processes with the local Aboriginal and Torres Strait Islander community integrate Indigenous knowledge systems and practices

Ref	Action	Action Description	Responsibility
1.5.1	Continue to develop international, national, regional and local 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

Key services provided under this strategic direction

- Council Secretariat Support
- Governance, risk and assurance
- Protocol
- Public sector collaboration
- Information, data, records management and geospatial management
- Workforce management and planning
- Legal services
- Technology infrastructure and management
- Organisational planning and improvement
- Work health and safety

Delivery program 2025-2029

- Financial management
- Communications and marketing
- Community consultation and engagement
- Visitor information services
- Customer contact
- Property and portfolio management
- Procurement and contract management

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're innovative leaders in climate change mitigation and adaptation.

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

- The city is regenerative, contributing positively to the planet, society and to people's lives
- Actions are effective, reducing harm quickly and efficient, ensuring the greatest benefit for the least cost
- All activities and the built form of the city contribute to achieving net zero emissions by 2035 or sooner
- Economic growth remains uncoupled from carbon emissions to maintain our standard of living

Ref	Action	Action Description	Responsibility
2.1.1	Undertake initiatives to achieve net zero emissions for 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	Undertake initiatives to drive net zero emissions for buildings in the City of Sydney local area	Develop and implement initiatives to drive new and existing buildings in the City of Sydney local area to be resource efficient and net zero emissions	City Life / Strategic Development and Engagement
2.1.3	Support transition to zero emissions transport	Support the transition to zero emissions transport in the City of Sydney local area	Strategic Development and Engagement / Chief Operations Office

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

- Increased canopy cover and landscaping keep our streets and buildings cool and improve health and wellbeing
- Nature is integrated with the urban landscape, providing wildlife habitat and supporting healthy ecosystems
- Everyone has access to green spaces where trees, vegetation and water enhance our climate resilience
- Respectful engagement with Aboriginal and Torres Strait Islander peoples supports their aspirations to connect with and care for Country

Ref	Action	Action Description	Responsibility
2.2.1	Improve urban greening and canopy cover	Work towards achieving the City's greening and canopy cover targets	City Services
2.2.2	Improve habitat potential and biodiversity	Deliver a range of programs and projects that improve habitat potential and biodiversity	City Services
2.2.3	Support participation in 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

- Water is celebrated and the harbour is a focal point for social connections and active lifestyles
- Potable water consumption is minimised through efficiency measures, water recycling and more effective use of rainwater and groundwater
- A range of strategies ensure water quality has improved
- Investment in flood management and technological solutions keep people and infrastructure safe as the number of storm events increases

Ref	Action	Action Description	Responsibility
2.3.1	Minimise potable water usage in the City's operation	Deliver water efficiency initiatives and alternative water supplies to minimise potable water usage in the City's operation	City Services / Chief Operations Office
2.3.2	Collaborate to support a water sensitive city	Collaborate with others to support a water sensitive city for a liveable, cool and green city into the future	Chief Operations Office
2.3.3	Improve 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

- Resources are retained for as long as possible within the product lifecycle and disposal is minimised
- Infrastructure and manufacturing processes are in place to capture and reuse all material streams to minimise reliance on new materials
- The full environmental impact, including embodied emissions, of all products is transparent

Ref	Action	Action Description	Responsibility
2.4.1	Reduce waste from City operations	Reduce waste generation and focus on retaining, reusing or achieving highest value recycling and resource recovery for all material streams managed within our own operations	Chief Operations Office
2.4.2	Apply sustainable procurement practices	Support reduction in embodied carbon and circular economy outcomes within the City of Sydney through sustainable procurement practices for goods and services	Finance and Procurement
2.4.3	Explore ways to establish a strong 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	Advocate for funding and regulation for circular economy policies	Advocate for 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	Promote and support actions to reduce waste sent to landfill by residents	Promote and support avoidance, reuse, repair and resource recovery to reduce the amount of waste sent to landfill by residents	City Services
2.4.6	Provide flexible cleansing and resource recovery services	Cleansing and resource recovery services adapt as our city grows and contribute to efficiency and amenity	City Services

Objective 2.5 Our community has the capacity to understand risk, take action and collaborate for sustainable outcomes

- A shared responsibility for actions and environmental impact results in change
- Communities are supported to deal with the impacts of climate change and equity is improved
- Climate risk is integrated into business and personal decision making

Ref	Action	Action Description	Responsibility
2.5.1	Improve climate risk awareness	Improve environmental and climate risk awareness and management	Strategic Development and Engagement
2.5.2	Deliver programs to improve environmental performance	Deliver programs and partnerships that encourage and support residents and businesses in key sectors to improve their environmental performance	City Life

Key services provided under this strategic direction

- Parks, trees and green spaces
- Cleansing
- Waste and recyclables
- Environmental programs
- Environmental management
- Public sector collaboration

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 spaces. 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 character.

Objective 3.1 Aboriginal people's history and cultures, and truth-telling of this place, are evident in the public realm

- Truth-telling, naming conventions, heritage design and management plans all recognise cultural practice and reinforce the history and connections that Aboriginal and Torres Strait Islander peoples have in this place
- Aboriginal and Torres Strait Islander people's cultural practice and expression continues as their right and responsibility in the public realm
- Shared decision-making arrangements are in place regarding public land, to ensure Aboriginal and Torres Strait Islander peoples benefit from continuous connections to Country (Closing the Gap priority reform 1)

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	Chief Operations Office
3.1.2	Recognise and reflect Aboriginal and Torres Strait Islander cultures and history through naming places using Gadigal words	Recognise and reflect Aboriginal and Torres Strait Islander cultures and history through naming places using Gadigal words, and restoring traditional Gadigal names to geographical features and cultural sites through dual naming	Strategic Development and Engagement
3.1.3	Foster mutual understanding and healing through truth-telling	Foster mutual understanding and healing through truth telling by reinforcing the living culture and connection that Aboriginal and Torres Strait Islander peoples have to this place	Chief Operations Office / City Life

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

- The city centre is inviting and lively, clean, accessible and safe, with a new Town Hall Square and upgraded civic squares and places where people want to spend time together during the day and evening
- Main streets are the social and economic hubs of their neighbourhoods, clean, safe accessible and inviting places for people to come together
- Green and shaded avenues, public spaces and local streets are more comfortable and spacious places to walk, cycle, meet and socialise
- Local streets have fewer cars and more trees, making them safe for children to play and for all people to walk

Ref	Action	Action Description	Responsibility
3.2.1	Increase the number of 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 that meet the needs of the community	Chief Operations Office / City Life / City Services
3.2.2	Deliver public amenity services	Deliver public amenity services to ensure domestic waste collection and public domain cleansing meet the needs of residents and visitors and the business community	City Services
3.2.3	Deliver programs to ensure compliance with legislation and community safety	Deliver inspection and monitoring programs to ensure compliance with legislation and maintain community safety and health	City Planning, Development and Transport
3.2.4	Shape the city's public spaces to 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

- The city's streets and public spaces support large and small-scale civic and cultural activities
- Creativity and diversity of public art is evident across all neighbourhoods
- Private spaces are transformed into shared spaces, hosting large and small-scale civic and cultural events

Ref	Action	Action Description	Responsibility
3.3.1	Support artists' contributions to the cultural life of the city	Support and enable artists to contribute to the life of the city through public artworks, advocacy, grants and other initiatives	City Life / Chief Operations Office

Objective 3.4 Physical and visual connections to the harbour are strengthened

- The harbour, unique to Sydney, has more visual and physical connections to the city
- There are more recreational opportunities in and around the harbour

Ref	Action	Action Description	Responsibility
3.4.1	Connect with the harbour foreshore	Continue to implement the Eora Journey Recognition in the Public Domain project Yananurala to inspire people to go walking on Country with a curated series of Aboriginal stories along 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

- Healthy active lifestyles are encouraged, supporting mental and physical wellbeing of communities
- Growing demand is supported by public space improvements, investment in new facilities as well as high standards of maintenance and servicing of existing facilities
- Innovative ways to unlock, activate and share spaces for wider inclusive community use are explored

Ref	Action	Action Description	Responsibility
3.5.1	Ensure equitable distribution and access to recreational facilities	Ensure equitable geographical distribution, provision and access to diverse recreational facilities across the city	Chief Operations Office
3.5.2	Equitably manage land under the care and control of the City of Sydney	Ensure land under the care and control of the City of Sydney is managed equitably	Chief Operations Office
3.5.3	Promote access to pools and sporting facilities	Promote access to pools and sporting facilities through equitable and inclusive programs and services	City Services

Key services provided under this strategic direction

- Aquatic, sports and leisure services
- Parks, trees and green spaces
- Cleansing
- Public sector collaboration
- Traffic and roads management
- Urban design
- Community programs and services
- Regulation, compliance and enforcement
- Asset management

Delivery program 2025-2029

- Venues and spaces for hire
- Civil infrastructure and spaces
- Public infrastructure delivery

Strategic Direction 4: Design excellence and sustainable development

The city continues to grow sustainably and with good design. Communities are inclusive, socially connected, healthy, and live in walkable well-serviced neighbourhoods, supported by public transport. Places support economic activity and innovation. The impact of our changing climate is factored into the policies that influence development in the city.

Objective 4.1 The city's liveability is enhanced through well planned and designed development and public spaces

- The voices, rights and responsibilities of Aboriginal and Torres Strait Islander peoples are respected in the implementation of Designing with Country and Connecting with Country knowledge and practices
- Communities live in walkable well-serviced neighbourhoods supported by mass transit with access to jobs and recreation
- Well-designed neighbourhoods support inclusive, socially connected, and healthy communities
- The character of distinctive neighbourhoods and heritage and iconic places valued by communities is respected and celebrated
- Public and private spaces in the city are healthy, attractive, inclusive, safe, and inviting

Ref	Action	Action Description	Responsibility
4.1.1	Create inclusive and accessible places that support community health, wellbeing and culture	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
4.1.2	Create places that are well-connected and reflect local character and heritage	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	Deliver economic, environmental, social and cultural sustainability objectives through 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 is supported by planning for jobs, innovation and enterprise activities

- The city is productive, fosters innovation and ensures economic opportunities for all
- The planning framework supports a stronger more competitive city centre
- The capacity for innovative and high value economic clusters outside the city centre are supported
- Industry, urban services and business are supported to grow and evolve in the southern enterprise area and Green Square town centre

Ref	Action	Action Description	Responsibility
4.2.1	Implement the 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	Plan 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 are supported by the provision of infrastructure and assets that are aligned with growth

- Collaborative approaches to infrastructure provision ensure transit, health, education, open space, water, energy, technology and other infrastructure are appropriately sequenced to support the city and its communities
- Technological infrastructure and the intelligent use of data, integrated with physical infrastructure and city systems, supports the growth of the city and communities
- Infrastructure and assets are planned to withstand the impacts of a changing climate

Ref	Action	Action Description	Responsibility
4.3.1	Plan and deliver infrastructure that supports community wellbeing	Plan for and deliver local infrastructure, and collaborate with the 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 that are high performing, well designed, inviting and inclusive

- Design excellence is integral to major development projects
- Collaborative approaches across governments at all levels ensure that standards are lifted and high quality, sustainable buildings are built to last

Ref	Action	Action Description	Responsibility
4.4.1	Enable design excellence through competitive processes	Use competitive processes to deliver development that shows design excellence	City Planning, Development and Transport
4.4.2	Facilitate 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	Influence other levels of government to ensure design excellence	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

- Neighbourhoods, public places and buildings are planned, designed and built so the community is resilient to the impacts of climate change and other environmental hazards
- Development continues to reduce its impacts on the environment and the reduction
- Buildings and places are designed to reduce emissions and waste and use water efficiently

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	Improve sustainability through 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

Key services provided under this strategic direction

- Strategic planning

- Urban design
- Public sector collaboration
- Civil infrastructure and spaces
- Planning assessments and determinations
- Building and construction approvals

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

- The city is shaded and cooler, quieter, and calmer, air cleaner, and more space available for people to use the streets
- Vehicle speeds (maximum of 30km/h in all areas of high pedestrian activity, maximum of 40km/h elsewhere) and volumes are reduced, making the city centre and local neighbourhoods safer, healthier, and quieter
- The existing motorway and distributor network are optimised to carry more through traffic, reducing driving on city streets
- All public transport, service and private vehicles are zero emissions
- Avenues that lead into Central Sydney are greener, with more space for walking and cycling

Ref	Action	Action Description	Responsibility
5.1.1	Plan and implement public domain and public space programs	Plan and implement the City's public domain and public space programs	Chief Operations Office
5.1.2	Advocate and plan for 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	Work with state government stakeholders to improve road safety	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

- An affordable, safe, and accessible network of public transport supports the 24-hour activities of the global city
- Most activities in the city are within a 10-minute walk of a rapid, high frequency public transport service
- People transfer between public transport services in safe, accessible and high-quality interchanges

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, as walking is the most attractive and convenient choice for short trips in the local area

- People are prioritised by increasing the capacity, quality and amenity of our streets
- The experience of people walking is enhanced for everyone with improved safety, quality, accessibility and comfort, including for children walking to school and within their neighbourhoods
- The city is easy to navigate, supported by a comprehensive wayfinding system
- People are prioritised at key intersections, waiting no longer than 45 seconds, ideally no more than 30 seconds, so no more than 15% of a walking journey is spent at traffic signals

Ref	Action	Action Description	Responsibility
5.3.1	Improve walking safety, connectivity and amenity	Develop and implement 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	Advocate to improve safety, amenity, connectivity and place for people walking	Advocate and work with NSW 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, as it's an attractive, convenient and safe option for everyday transport

- A network of separated cycleways provides direct and safe access for people riding throughout the city
- The cycleway network is connected to desirable destinations and is shaded, legible and comfortable to use
- Children can safely use the cycle network to get to school and other activities
- It is safer to ride on all roads where everyone who drives behaves safely and courteously

Ref	Action	Action Description	Responsibility
5.4.1	Build and manage a network of safe, connected cycleways	Build and manage a network of safe, connected cycleways that operate effectively	Chief Operations Office / City Services
5.4.2	Share our expertise and positively influence cycling improvements	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 kerbside space is managed to support the efficient functioning of the city while improving the amenity of city spaces

- Access is maintained for freight, delivery and service vehicles as street space is reallocated
- Nearly all service and loading activity occurs off-street or off-peak. Space for traffic, parking and kerbside loading is prioritised for those who need it most
- Collaboration between businesses minimises the number of delivery, service and waste vehicles

Ref	Action	Action Description	Responsibility
5.5.1	Manage, plan and advocate for 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 kerbside space	Plan for and allocate kerbside space to the most appropriate use to support activities and place	Chief Operations Office

Key services provided under this strategic direction

- Fleet management
- Traffic and roads management
- Regulation, compliance and enforcement
- Parking provision and management
- Public sector collaboration

Delivery program 2025-2029

- Community programs and services
- Urban design
- Strategic planning
- Civil infrastructure and spaces

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 Strengthen partnerships and relationships that enable shared decision making with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations

- Respect is the basis when partnerships are formed, leading to positive outcomes for Aboriginal and Torres Strait Islander peoples
- Partnerships and arrangements are in place with the City of Sydney and other levels of government to accelerate policy and local progress on Closing the Gap targets (Closing the Gap priority reform 1)
- Barriers to economic, social and cultural participation and inclusion are identified and removed
- Aboriginal and Torres Strait Islander peoples are supported in their right to self-determination

Ref	Action	Action Description	Responsibility
6.1.1	Engage in partnerships to support 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

Objective 6.2 Everyone feels welcome and included in the city

- Everyone can participate and become involved in the city, particularly children and young people
- Community volunteers are supported and celebrated
- Communication is inclusive and accessible to reach diverse communities
- Barriers to advance the inclusion of people, including children and young people, and people with disability in our communities are identified and addressed

Ref	Action	Action Description	Responsibility
6.2.1	Identify, advocate and where possible remove barriers to inclusion of people with disability	Identify, advocate and remove barriers to advance the inclusion, equity and rights of people with disability in our community	City Life
6.2.2	Position our libraries to support community needs	Position our libraries for the future to support existing and emerging needs of the community	City Life
6.2.3	Deliver inclusive and accessible programs and services	Empower communities through the delivery of programs and services that are inclusive, affordable and have equitable access for all	City Life

Objective 6.3 Everyone has equitable access to participate in our economic growth and share in our prosperity

- Sydney is a city that is fair and socially just
- Everyone can prosper with opportunities for equitable economic participation
- Affordability and other barriers to participation in the economic, cultural, and social life of the city are identified and addressed
- Everyone can afford the essentials of daily life: safe and secure housing, healthy food, health care and education, and heating in winter

Ref	Action	Action Description	Responsibility
6.3.1	Collaborate and advocate for reform to improve outcomes for priority communities	Collaborate and advocate for state and federal policy and funding reform that improves the economic wellbeing and inclusion of priority communities	Strategic Development and Engagement
6.3.2	Support increased employment and access to procurement	Support increased employment and access to procurement opportunities with Aboriginal and Torres Strait Islander people, businesses and organisations	Finance and Procurement / People, Performance and Technology

Objective 6.4 Everyone is engaged and actively participates in the governance of their city

- Everyone actively participates in governance and decision-making processes
- Everyone is appropriately represented in decision-making by institutions and organisations
- Everyone has equitable access to information and data to help them make informed decisions
- Young people are supported to become future civic leaders

Ref	Action	Action Description	Responsibility
6.4.1	Involve people in decision making through our engagement program	Involve people in decision making that shapes the city through our engagement strategy	Strategic Development and Engagement
6.4.2	Provide inclusive 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

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

- The ‘digital divide’ is addressed with everyone having access to the digital assets, tools and services to participate in economic and civic life
- Everyone has the skills to protect and control their privacy and personal information ensuring data security and confidentiality
- Digital innovation empowers everyone to share knowledge, skills and experiences, fostering an environment where we can experiment, collaborate and create solutions that benefit everyone
- Everyone can access open data, tools and space with ethical digital protections for privacy

Ref	Action	Action Description	Responsibility
6.5.1	Support access to technology and digital literacy skills	Libraries and community centres support access to technology and digital literacy skills	City Life / People, Performance and Technology

Objective 6.6 There is equitable access to education and learning opportunities, everyone can participate in a creative practice

- Everyone has equitable access to affordable, high-quality early childhood education and care
- Public education facilities meet the needs of our growing and diverse communities
- Everyone can participate in and has access to learning opportunities throughout all stages of life
- Everyone has access to spaces and equipment for creativity and opportunities to develop digital skills and overcome the digital divide

Ref	Action	Action Description	Responsibility
6.6.1	Deliver education and learning opportunities	Deliver education and learning opportunities with a focus on engaging priority communities	City Life

Objective 6.7 A sustainable food system that provides access to nutritious food

- Everyone has access to fresh, nutritious and healthy food
- Everyone is supported to live healthy, sustainable, and active lives

Ref	Action	Action Description	Responsibility
6.7.1	Support a more sustainable food system and equitable access to safe, nutritious food	Research, advocate for and deliver initiatives to support a more sustainable food system and equitable access to safe, nutritious and appropriate food	City Life / Strategic Development and Engagement

Key services provided under this strategic direction

- Public sector collaboration
- Community programs and services
- Cultural programs and services
- Grant management

- Library services
- Council Secretariat support
- Education and care services
- Communications and marketing
- Community consultation and engagement

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 and support long term health and wellbeing. We work with communities, businesses, and other organisations to strengthen connections and networks, and the city is prepared and able to recover from most situations.

Objective 7.1 Communities are connected and socially cohesive

- We move forward together through truth-telling and by acknowledging and addressing the history of our local area, including the impact of colonisation and subsequent policies on Aboriginal and Torres Strait Islander peoples
- Diversity continues to be valued and is a strength of communities
- Organisations and institutions promote respect, connect communities and create a sense of belonging
- Community initiatives strengthen social inclusion, enable connectedness and reduce social isolation within and across communities

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

- Community and cultural facilities offer welcoming and inclusive experiences that support wellbeing and quality of life for everyone
- Community and cultural facilities are inclusive, affordable, and accessible to everyone
- Community and cultural spaces are designed with the community and managed to support social connection and wellbeing
- Improved social connections and wellbeing contributes to everyone's mental and physical health outcomes

Ref	Action	Action Description	Responsibility
7.2.1	Provide inclusive, affordable and accessible community and cultural facilities	The City's community and cultural facilities are inclusive, affordable and accessible to everyone	City Life / Chief Operations Office
7.2.2	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

- Aboriginal and Torres Strait Islander peoples' knowledge and experiences contribute to the city's resilience and adaptation
- The city, its public places, services and infrastructure are ready to withstand natural hazards, critical infrastructure failure and international crisis
- Business, government, and communities collaborate to ensure the city is prepared for, can respond to, and recover from acute shocks and chronic stresses
- Communities and community organisations have developed their capacity and capability for resilience
- Our efforts to build resilience and capacity extends to communities beyond our local area, including aiding national and international communities to survive emergency situations

Ref	Action	Action Description	Responsibility
7.3.1	Embed climate risk and resilience considerations	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	Strategic Development and Engagement / Office of the CEO

Objective 7.4 The city economy is diversified to strengthen its resilience

- The city economy is thriving and growth is sustained from a diverse economic base
- The city economy comprises a range of business sizes from major corporations and small to medium enterprises, to startups, scaleups for-purpose and social enterprises
- Job opportunities have been expanded and strengthened by reinforcing Sydney's competitive advantages and addressing underlying economic vulnerabilities
- The city economy includes a higher proportion of secure jobs

Ref	Action	Action Description	Responsibility
7.4.1	Support diversity of business models	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	Contribute to initiatives that support economic resilience	The City of Sydney 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

- The city is seen as a safe and secure place where everyone lives, works, visits and does business, free from discrimination
- Children get the best start in life and grow up free from harm
- Domestic and family violence and sexual assault has been reduced
- Design of streets and other public spaces, technology and other preventive strategies have made the city safer

Ref	Action	Action Description	Responsibility
7.5.1	Collaborate to improve community safety	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	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	Deliver programs to improve community safety	Community safety is improved through preventative and reactive response to community issues	City Services / City Life

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

- A strong and sustainable Aboriginal and Torres Strait Islander community controlled sector provides high quality services to meet the needs of Aboriginal and Torres Strait Islander peoples in the local area (Closing the Gap priority reform 2)
- A strong culture of community led solutions and willingness to help each other prevails in the city
- Communities are empowered to engage and participate in the design and success of projects and initiatives that impact them

Ref	Action	Action Description	Responsibility
7.6.1	Empower and support community led solutions	Empower and support community-led solutions to local social issues	Strategic Development and Engagement
7.6.2	Support a 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	Strengthen young people's civic engagement and inspire them to participate in shaping the future of our city	City Life

Key services provided under this strategic direction

- Community programs and services
- Grant management
- Venues and spaces for hire
- Community consultation and engagement
- Public sector collaboration
- Governance, risk and assurance
- Regulation, compliance and enforcement
- Security and emergency management

Strategic Direction 8: A thriving cultural life

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

Objective 8.1 Aboriginal and Torres Strait Islander peoples and their cultural practices are valued and supported

- Cultural practice and rights is defined and determined by Aboriginal and Torres Strait Islander peoples
- The cultural life of the city has strong connections to the history of this place and to Aboriginal and Torres Strait Islander peoples
- Gadigal culture is acknowledged and respected

Ref	Action	Action Description	Responsibility
8.1.1	Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural recognition	Continue to work with Aboriginal and Torres Strait Islander people to ensure better recognition of local Aboriginal cultures, including delivering the Eora Journey: Recognition in the Public Domain program	Chief Operations Office / City Life

Objective 8.2 We value our cultural life and champion our creative industries

- Sydney is renowned for its world-class cultural offerings and investment in bold ideas and new talent
- By championing local cultural production, our stories, history, and local creative achievements are recorded and shared
- Creativity is core to urban policies, ensuring the city is open, accessible and renowned for quality creative experiences
- We celebrate the many cultures of our diverse, multicultural and inclusive city

Ref	Action	Action Description	Responsibility
8.2.1	Enable artists to participate in shaping our city	The City Art public art program enables artists to participate in shaping our city	Chief Operations Office
8.2.2	Invest in local creation and production	Prioritise investment in local creation and production through our cultural funding programs	City Life
8.2.3	Reinforce Sydney as an innovative, creative, global city	Deliver programs and events that reinforce Sydney as an innovative, creative and global city	Strategic Development and Engagement / City Planning, Development and Transport
8.2.4	Record and share Sydney's stories and history	Record and share Sydney's stories and history	City Life

Ref	Action	Action Description	Responsibility
8.2.5	Educate, connect with and engage the community	Educate, connect with and engage the community through our cultural programs and services	City Life
8.2.6	Support the creative sector	Support the creative sector through research and advocacy	City Life / Strategic Development and Engagement

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

- Diverse creative communities can call the city home
- Reform of the sector enables creative practitioners to earn a sustainable income from their work
- Defined creative precincts will be the focal point for growing creative living, working and production

Ref	Action	Action Description	Responsibility
8.3.1	Enable creative and cultural operators to locate in Sydney	Support and deliver initiatives that enable cultural organisations and creative businesses to operate in Sydney	City Life

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

- Diverse voices are enabled and empowered to share their stories, strengthening identity, and creating connections
- Culture is essential to all aspects of city life – creating meaning, identity and purpose and fostering an inclusive society
- Leadership of the creative sector represents the diversity of our communities

Ref	Action	Action Description	Responsibility
8.4.1	Engage diverse cultural workers and connect with diverse audiences	Engage diverse cultural workers, connect with diverse audiences and remove barriers to participating in events, programs and projects	City Life
8.4.2	Encourage greater 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

- All neighbourhoods have affordable and accessible cultural spaces and activity, supported by public transport
- A stable and increasing supply of affordable space enables creative practitioners to live and work in the city
- At-risk venues, infrastructure and cultural assets have been protected
- Innovative partnerships, financing models and revenue streams have enabled the delivery of new cultural infrastructure at scale

Ref	Action	Action Description	Responsibility
8.5.1	Encourage investment in new creative space	Encourage investment in new creative employment and production space in Sydney	Strategic Development and Engagement / City Planning, Development and Transport / City Life
8.5.2	Retain and increase the supply of creative space in City of Sydney properties	Retain and increase the supply of stable and affordable creative space provided by the City of Sydney	Strategic Development and Engagement / City Life
8.5.3	Enable cultural infrastructure through planning policies	Urban planning policies enable new cultural infrastructure and retention of existing creative spaces	City Planning, Development and Transport

Key Services provided under this strategic direction

- Cultural programs and services
- Major events
- Strategic planning
- Grant management

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 resulting in transformation across all industries. Wealth and benefits are shared equitably.

Objective 9.1 An expanding innovation economy supports Sydney's future prosperity

- New specialisations emerge with innovation central to the growth of Sydney's economy
- Innovation precincts, including Tech Central, have grown and intensified activities, cementing Sydney's reputation as a world-leading city of innovation
- Major economic centres across Sydney are connected for strong, complementary growth
- Sydney has developed a culture of experimentation as well as a workforce equipped with the skills and supporting structures to leverage new technologies, accelerating productivity and scalability
- The city trials new initiatives and is equipped with high-speed, fit for purpose technology and data infrastructure

Ref	Action	Action Description	Responsibility
9.1.1	Collaborate to develop and promote sector specialisation and clustering	Collaborate to develop and promote strong sector specialisations and clustering of complementary economic activities	Strategic Development and Engagement
9.1.2	Collaborate to position Sydney as an innovative global city	Collaborate with others to position Sydney globally as an innovative city to attract talent, entrepreneurs, investment and scalable businesses	Strategic Development and Engagement / City Life
9.1.3	Support local businesses to transform and adopt new technologies and innovations	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

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

- Sydney is a global champion of net zero
- Global competitiveness is maintained by moving quickly to a net zero economy
- Businesses across all sectors are engaged and participate in the transition to a net zero economy
- Sydney's financial and services sector supports NSW's growth as a sustainable economy powerhouse
- New job and business opportunities come from the transition to a circular economy

Ref	Action	Action Description	Responsibility
9.2.1	Encourage and promote innovation and commercialisation of research	Encourage and promote innovation and 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 local net zero and circular economies	Promote and support the development of key green sectors in local net zero and circular economies	Strategic Development and Engagement

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

- Sydney is prosperous with a globally connected economy, with the wealth and benefits equitably distributed locally
- The principles of community wealth building are embedded, resulting in an inclusive and more sustainable economy
- Opportunities for wider economic participation and more secure employment have been created
- Aboriginal and Torres Strait Islander peoples in the City of Sydney are empowered to access pathways through education, training and employment that align with their aspirations
- Aboriginal and Torres Strait Islander businesses grow and flourish (Closing the Gap priority reform 5)

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
9.3.2	Support Indigenous enterprises, social enterprises and for-purpose businesses	Support Indigenous enterprises, social enterprises and for-purpose businesses through funding and programs	Strategic Development and Engagement

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

- The city has become more than a place of work and business, it is the destination for a range of great experiences day and night
- A range of creative, inclusive, fun and diverse activities enliven the city centre and local main streets enticing people to visit
- The city centre and local main streets are active throughout the day, the evening and into the night, supported by appropriate public transport options
- The city is a destination of choice providing experiences across the 24-hour economy, attracting local and global visitors

Ref	Action	Action Description	Responsibility
9.4.1	Encourage activation of places and precincts	Encourage activation of places and precincts across the city	City Life
9.4.2	Advocate to support nightlife and entertainment	Advocate for planning and regulatory changes needed to support nightlife and entertainment	Strategic Development and Engagement
9.4.3	Support and promote the experience economy	Support and promote Sydney's experience 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

- The city is shaped by the unique local areas with their own identity and character – the city centre, main streets, creative and late-night precincts – each supporting thriving economic activity
- Sydney is a leading local, national and international destination for business, investment and talent attraction
- Global connections continue to provide opportunities for local businesses and organisations
- Economic, creative and residential activity coexists in diverse local neighbourhoods

Ref	Action	Action Description	Responsibility
9.5.1	Promote economic activity and distinct and diverse local places	Plan for and help promote economic activity and distinct and diverse local places and neighbourhoods	Strategic Development and Engagement / City Life / City Planning, Development and Transport / City Services
9.5.2	Diversify our economy	Diversify our economy by encouraging greater variety of business models, industry mix, job types and workforce across neighbourhood precincts and CBD	City Life / Strategic Development and Engagement

Key services provided under this strategic direction

- Communications and marketing
- Visitor information centres
- Economic development
- Grant management
- Public sector collaboration
- Major events

Strategic Direction 10: Housing for all

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

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

- Everyone has a home
- Investment and collaborative action have resulted in accommodation, services and resources matching or exceeding the demand for them

Ref	Action	Action Description	Responsibility
10.1.1	Work with others to improve systems to reduce homelessness	Work with other levels of government, homelessness sector agencies and the community to improve systems to reduce homelessness	City Life
10.1.2	Monitor gaps trends in inner city homelessness	Monitor gaps and trends in inner city homelessness and services	City Life

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

- High-quality housing is available for everyone
- Services and social supports are in place to enable people to live with independence and dignity
- Properties and their surrounds continue to be improved and maintained to a high standard
- Connections to local neighbourhoods and communities are preserved when redevelopment takes place

Ref	Action	Action Description	Responsibility
10.2.1	Support initiatives for safe neighbourhoods	Support initiatives to empower social housing residents to achieve safe, cohesive and connected neighbourhoods	City Life
10.2.2	Collaborate with partner agencies to support social housing residents	Collaborate with partner agencies to provide timely support and services for social housing residents	City Life
10.2.3	Support people during urban renewal projects	Support social housing residents who are living through urban renewal and redevelopment projects	City Life
10.2.4	Advocate to increase supply, mix and quality of social and affordable housing	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 rental and diverse housing supports our communities and the economy

- Supply of affordable rental and diverse housing supports a socially and economically diverse community
- A strong community housing sector continues to grow supply of affordable rental and diverse housing
- Collaboration across government contributes to an increased supply of affordable rental and diverse housing across Greater Sydney

Ref	Action	Action Description	Responsibility
10.3.1	Encourage others to supply affordable rental and diverse housing	Encourage others to supply affordable rental and diverse housing through advocacy, programs and other measures	City Planning, Development and Transport
10.3.2	Facilitate supply of affordable rental housing through planning controls	Facilitate the supply of affordable rental housing through planning controls	City Planning, Development and Transport

Objective 10.4 Our city has a mix of housing accommodating diverse and growing communities

- There is more housing that better meets the needs of families, intergenerational households, older people, people with disability, students, lone person and co-living households and other cohorts
- Homes built between now and 2050 are comfortable, healthy, cost efficient and resilient to live in
- Renting is a viable, secure and long-term housing option
- Homes are close to jobs, local services, public open spaces and public transport

Ref	Action	Action Description	Responsibility
10.4.1	Facilitate supply of a 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 and self-determined housing for Aboriginal and Torres Strait Islander peoples

- Aboriginal and Torres Strait Islander peoples are no longer displaced from the local area
- Aboriginal and Torres Strait Islander peoples have increased access to self-determined culturally appropriate housing
- Increased supply of culturally appropriate and self-determined social and affordable rental housing for Aboriginal and Torres Strait Islander peoples
- The Aboriginal community housing sector has grown its capacity to provide housing (Closing the Gap priority reform 2)

Ref	Action	Action Description	Responsibility
10.5.1	Support delivery of improved housing for Aboriginal and Torres Strait Islander communities	Support the delivery of improved housing outcomes for Aboriginal and Torres Strait Islander communities	City Planning, Development and Transport / Chief Operations Office

Key services provided under this strategic direction

- Public sector collaboration
- Community programs and services
- Grant management
- Strategic planning
- Building and construction approvals
- Planning assessments and determinations
- Community consultation and engagement

4. 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.

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.

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 progress

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 together with a range of sustainability indicators for the community and city as a whole.

A State of our City report is prepared for each incoming council which outlines our progress against the community strategic plan, and how effective we have been in delivering social, environmental, economic and civic leadership objectives over the term of the previous council. Additionally, our community strategic plan includes 10 targets to monitor our progress.

The delivery program and operational plan are monitored through half-yearly, annual and whole of council term progress 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. This 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.

A detailed summary of measures and indicators used to assess our progress can be found at **Appendix 1: Integrated planning and reporting – assessing progress**

Community wellbeing indicators

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

Community indicators are used to develop social, cultural, environmental, governance and economic policy. They are sourced from a range of primary research efforts, such as our own surveys, monitors, and records, and secondary sources such as the Australian Bureau of Statistics Census and NSW Health surveys.

Updates are collected on an ongoing basis. Data are compared against initial or 'baseline' measures and analysed for change over time.

The City published a community wellbeing indicators report in 2024 with two main functions:

- Taking an evidence-based approach to monitor changing trends and issues affecting the community over time, to inform policy development and service provision planning.
- Acting as a source-book, highlighting primary datasets we manage, and linking readers to the widely-distributed secondary sources used.

The 2024 community wellbeing indicators report can be found on the City's website here:

<https://www.cityofsydney.nsw.gov.au/research-reports/community-indicators-report>



Image 2. Cover page of the Community Wellbeing indicators report dated August 2024. This is available on the [City's website](https://www.cityofsydney.nsw.gov.au/research-reports/community-indicators-report)

Measures

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

There are two reasons for this:

- It is not always appropriate to set targets, as some measures are not controllable by the City of Sydney but they may be useful to plot trends or demands that impact performance.
- 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 5. Plan, do, check, act process diagram

5. Four year financial estimate

Budget and financial schedules

The City has produced a number of financial reports to illustrate its plans and commitments over the 10 year horizon of the Long Term Financial Plan.

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

Income and Expenditure (Income Statement)

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

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

Scenario modelling

A "base case" has been modelled in the main financial schedules, supplementary Income Statement and Cash Flow Forecast schedules and additional scenarios related to:

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

Additional income and expenditure reports 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 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 asset enhancement programs, asset renewal programs and a capital contingency sum.

A listing of individual projects budgeted at more than \$5 million is also provided.

Balance sheet (Statement of financial position)

The balance sheet reflects the City's financial assets, liabilities and equity over the 10 year planning horizon. 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 and investment balances.

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

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 LTFP.

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

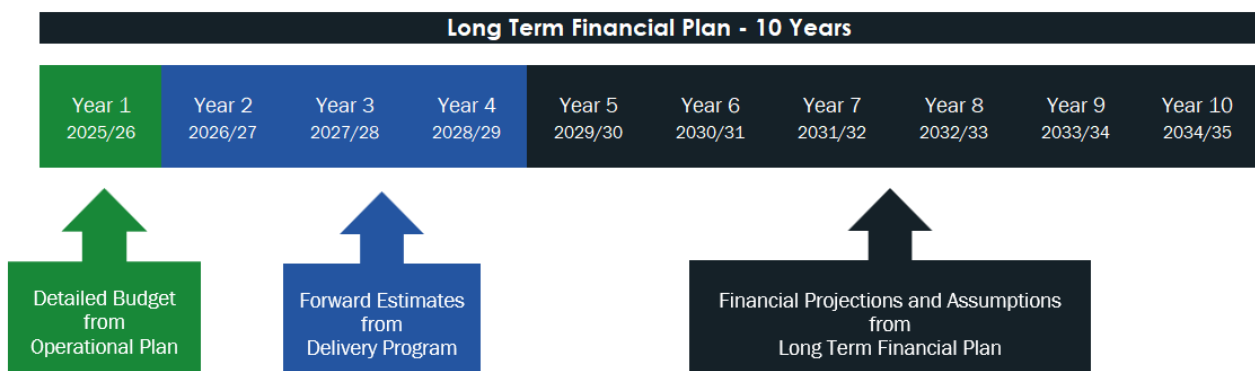


Figure 6. Long term financial plan – 10 year timeframe

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City of Sydney
Income Statement

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

Budgeted Income Statement

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

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

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

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

City of Sydney

Detailed Income and Expenditure

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

City of Sydney

Detailed Income and Expenditure

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

City of Sydney

Detailed Income and Expenditure

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

City of Sydney

Operating Budget

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

	2025/26			2026/27	2027/28	2028/29	4 Year Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total
	\$M	Income	Expenditure	Op Surplus / (Deficit)	Operating Surplus / (Deficit)			Operating Surplus / (Deficit)						Op Surplus / (Deficit)
Chief Executive Office	0.0	11.5	(11.5)	(11.9)	(12.3)	(12.7)	(48.4)	(13.0)	(13.4)	(13.8)	(14.3)	(14.7)	(15.1)	(132.8)
Office of the Lord Mayor	0.0	4.6	(4.6)	(4.8)	(4.9)	(5.1)	(19.4)	(5.2)	(5.4)	(5.5)	(5.7)	(5.9)	(6.1)	(53.2)
Secretariat	0.0	2.0	(2.0)	(2.1)	(2.1)	(2.2)	(8.4)	(2.3)	(2.3)	(2.4)	(2.5)	(2.5)	(2.6)	(23.0)
Councillor Support	0.0	3.1	(3.1)	(3.2)	(3.3)	(3.4)	(13.0)	(3.5)	(3.6)	(3.7)	(3.8)	(3.9)	(4.1)	(35.7)
Chief Executive Office	0.0	1.8	(1.8)	(1.9)	(1.9)	(2.0)	(7.6)	(2.1)	(2.1)	(2.2)	(2.2)	(2.3)	(2.4)	(21.0)
Legal & Governance	0.0	14.0	(14.0)	(14.5)	(15.0)	(17.3)	(60.9)	(16.2)	(16.8)	(17.4)	(19.8)	(18.7)	(19.4)	(169.0)
Risk Management & Governance	0.0	5.3	(5.3)	(5.5)	(5.8)	(6.1)	(22.7)	(6.4)	(6.7)	(7.0)	(7.3)	(7.7)	(8.0)	(65.7)
Legal Services	0.0	7.8	(7.8)	(8.1)	(8.3)	(8.5)	(32.7)	(8.8)	(9.1)	(9.3)	(9.6)	(9.9)	(10.2)	(89.6)
Internal Audit	0.0	0.9	(0.9)	(0.9)	(0.9)	(1.0)	(3.7)	(1.0)	(1.0)	(1.1)	(1.1)	(1.1)	(1.2)	(10.1)
Council Elections	0.0	0.0	(0.0)	(0.0)	(0.0)	(1.8)	(1.8)	(0.0)	(0.0)	(0.0)	(1.8)	(0.0)	(0.0)	(3.6)
Chief Operations Office	92.0	88.4	3.7	2.6	(9.9)	(10.6)	(14.3)	(11.8)	(13.0)	(12.5)	(11.0)	(11.1)	(11.6)	(85.3)
Chief Operations Office	0.0	0.8	(0.8)	(0.8)	(0.9)	(0.9)	(3.4)	(0.9)	(1.0)	(1.0)	(1.0)	(1.0)	(1.1)	(9.4)
City Property	91.9	67.7	24.2	23.4	11.5	11.4	70.5	10.8	10.2	11.4	13.6	14.1	14.4	145.2
Development & Strategy	0.0	2.7	(2.7)	(2.8)	(2.9)	(3.0)	(11.3)	(3.0)	(3.1)	(3.2)	(3.3)	(3.4)	(3.5)	(31.0)
Professional Services	0.0	4.5	(4.5)	(4.7)	(4.8)	(4.9)	(18.9)	(5.0)	(5.1)	(5.2)	(5.4)	(5.5)	(5.6)	(50.8)
City Design	0.0	6.2	(6.2)	(6.4)	(6.6)	(6.8)	(26.1)	(7.0)	(7.2)	(7.4)	(7.7)	(7.9)	(8.1)	(71.4)
City Projects	0.0	1.1	(1.1)	(1.2)	(1.2)	(1.2)	(4.7)	(1.2)	(1.3)	(1.3)	(1.3)	(1.4)	(1.4)	(12.6)
Green Square	0.0	0.6	(0.6)	(0.6)	(0.7)	(0.7)	(2.6)	(0.7)	(0.7)	(0.7)	(0.8)	(0.8)	(0.8)	(7.1)
City Access & Transport	0.1	4.2	(4.2)	(3.9)	(4.0)	(4.1)	(16.1)	(4.2)	(4.3)	(4.5)	(4.6)	(4.7)	(4.9)	(43.3)
Project Management Office	0.0	0.4	(0.4)	(0.4)	(0.4)	(0.5)	(1.8)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(4.8)
People Performance & Technology	3.5	63.1	(59.5)	(61.5)	(63.3)	(65.2)	(249.6)	(67.2)	(69.3)	(71.4)	(73.5)	(75.8)	(78.1)	(684.7)
Customer Service	3.4	8.7	(5.3)	(5.5)	(5.7)	(5.8)	(22.3)	(6.0)	(6.2)	(6.4)	(6.6)	(6.8)	(7.0)	(61.2)
People & Culture	0.0	10.2	(10.2)	(10.5)	(10.8)	(11.2)	(42.7)	(11.5)	(11.8)	(12.2)	(12.6)	(12.9)	(13.3)	(117.0)
Work Health & Safety	0.0	3.0	(3.0)	(3.1)	(3.2)	(3.3)	(12.7)	(3.4)	(3.5)	(3.6)	(3.7)	(3.9)	(4.0)	(34.9)
People Performance & Technology	0.0	1.2	(1.2)	(1.3)	(1.3)	(1.4)	(5.2)	(1.4)	(1.4)	(1.5)	(1.5)	(1.6)	(1.6)	(14.3)
Business & Service Improvement	0.0	1.5	(1.5)	(1.5)	(1.5)	(1.6)	(6.1)	(1.6)	(1.7)	(1.7)	(1.8)	(1.9)	(1.9)	(16.8)
Data & Information Management Services	0.0	10.2	(10.2)	(10.5)	(10.8)	(11.1)	(42.6)	(11.5)	(11.8)	(12.2)	(12.5)	(12.9)	(13.3)	(116.9)
Technology & Digital Services	0.1	28.3	(28.2)	(29.1)	(29.9)	(30.8)	(118.0)	(31.8)	(32.7)	(33.7)	(34.8)	(35.8)	(36.9)	(323.7)
City Life	25.8	113.6	(87.8)	(95.3)	(90.6)	(92.5)	(366.2)	(94.7)	(96.6)	(98.0)	(100.5)	(100.0)	(102.7)	(958.6)
Creative City	1.1	38.3	(37.2)	(38.4)	(39.4)	(39.5)	(154.5)	(40.7)	(42.0)	(43.2)	(44.5)	(45.9)	(47.3)	(418.1)
Grants & Sponsorship	0.1	27.0	(26.9)	(32.6)	(26.4)	(27.8)	(113.8)	(28.1)	(28.0)	(27.3)	(27.6)	(25.0)	(25.3)	(275.0)
Venue Management	14.8	12.3	2.5	2.6	2.6	2.8	10.5	2.9	3.0	3.0	3.1	3.2	3.3	29.0
Social City	9.3	25.7	(16.4)	(16.8)	(17.1)	(17.5)	(67.7)	(18.0)	(18.6)	(19.1)	(19.6)	(20.2)	(20.8)	(184.1)
City Business & Safety	0.0	5.2	(5.2)	(5.3)	(5.2)	(5.2)	(21.0)	(5.4)	(5.6)	(5.7)	(5.9)	(6.1)	(6.3)	(55.9)
City Life Management	0.0	2.4	(2.4)	(2.5)	(2.6)	(2.6)	(10.1)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(3.2)	(27.8)
Sustainability Programs	0.4	2.6	(2.3)	(2.4)	(2.4)	(2.5)	(9.6)	(2.6)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(26.6)
Strategic Development & Engagement	0.8	22.4	(21.6)	(22.3)	(23.0)	(24.6)	(91.4)	(24.3)	(24.6)	(25.4)	(26.2)	(28.1)	(27.8)	(247.8)
City Communications	0.0	10.5	(10.5)	(10.8)	(11.2)	(11.4)	(43.9)	(11.7)	(12.1)	(12.5)	(12.8)	(13.2)	(13.6)	(119.8)
Strategy & Urban Analytics	0.0	4.1	(4.1)	(4.2)	(4.3)	(5.5)	(18.1)	(4.6)	(4.7)	(4.9)	(5.0)	(6.2)	(5.3)	(48.8)
Resilient Sydney	0.8	1.4	(0.6)	(0.7)	(0.7)	(0.8)	(2.8)	(0.8)	(0.5)	(0.5)	(0.6)	(0.6)	(0.6)	(6.4)

City of Sydney

Operating Budget

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

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

City of Sydney

Summary of income and expenditure by Principal Activity

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

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

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

City of Sydney
Balance Sheet

	\$'M	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
ASSETS											
Current Assets											
Cash and Investments		717.1	641.0	552.0	444.0	357.1	288.6	287.8	268.0	265.2	261.5
Receivables		69.6	70.7	70.6	70.9	71.8	72.7	73.9	75.2	76.4	77.6
Contract and Contract Cost Assets		16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7
Inventory		0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Other Assets		11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Total Current Assets		814.8	739.8	650.8	543.0	457.0	389.5	389.8	371.3	369.7	367.2
Non Current Assets											
Capital Works, Infrastructure, Investment Properties and P&A		14,823.4	14,984.1	15,165.8	15,352.1	15,521.3	15,665.4	15,751.8	15,856.3	15,956.1	16,059.7
Total Non-Current Assets		14,823.4	14,984.1	15,165.8	15,352.1	15,521.3	15,665.4	15,751.8	15,856.3	15,956.1	16,059.7
TOTAL ASSETS		15,638.3	15,723.9	15,816.6	15,895.1	15,978.3	16,054.8	16,141.6	16,227.7	16,325.8	16,426.9
LIABILITIES											
Current Liabilities											
Payables		118.6	120.8	125.7	121.2	120.7	112.0	111.4	112.4	117.2	119.6
Provisions		177.5	171.6	149.5	149.7	153.8	156.0	156.4	159.0	161.7	163.1
Total Current Liabilities		296.1	292.4	275.2	270.9	274.5	268.0	267.9	271.3	278.9	282.7
Non Current Liabilities											
Provisions		33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3
Total Non-Current Liabilities		33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3
TOTAL LIABILITIES		329.4	325.7	308.5	304.2	307.8	301.3	301.1	304.6	312.2	316.0
EQUITY											
Equity		15,308.9	15,398.3	15,508.1	15,590.8	15,670.5	15,753.6	15,840.5	15,923.1	16,013.6	16,111.0
TOTAL EQUITY		15,308.9	15,398.3	15,508.1	15,590.8	15,670.5	15,753.6	15,840.5	15,923.1	16,013.6	16,111.0

City of Sydney
Capital Works Expenditure Summary

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

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

Delivery Program 2025 - 2029

City of Sydney Capital Works Individual Projects > \$5M

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

Delivery Program 2025 - 2029

City of Sydney
Capital Works Individual Projects > \$5M

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

Delivery Program 2025 - 2029

City of Sydney
Capital Works Individual Projects > \$5M

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

City of Sydney
Cash Flow Forecast

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

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

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

City of Sydney

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

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

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

Summary of Expenditure - 2025/26

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

Notes on Commercial Activities and Revenue Policy

Statement of Business or Commercial Activities

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

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

Revenue Policy - Charges for Works Carried out on Private Land

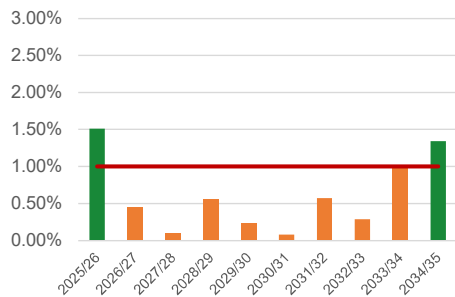
Council does not generally carry out works on private land, however if Council were required to undertake such works (e.g. the construction of a private road), then the works would be charged at the appropriate commercial rate.

City of Sydney**OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS**

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

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

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

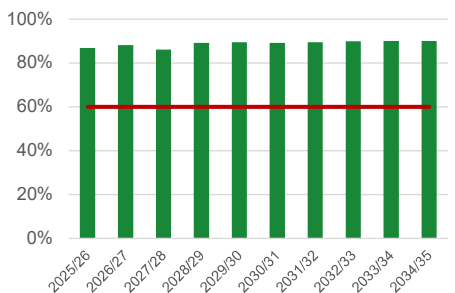
Sustainability**Operating Performance Ratio**

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

Operating Revenue (excluding Capital Grants & Contributions)

Operating Performance is projected to exceed benchmark over the life of the Long Term Financial Plan.

Higher affordable housing grant expenses are expected in the earlier years of the plan, along with operational project and transition costs that are anticipated during delivery of Town Hall Square, placing pressure on the operating performance ratio. In addition, 2028/29 and 2032/33 are election years, which has a slight unfavourable impact on the ratio result due to additional expenses incurred in running local government elections.

Own Source Revenue

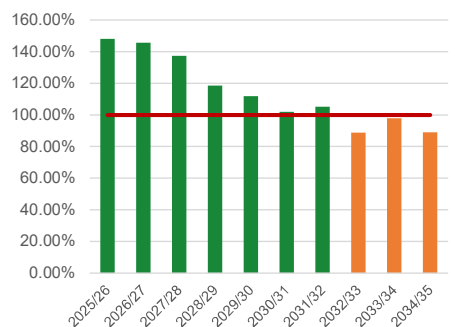
Total continuing operating revenue (excluding all grants and contributions)

Total Operating Revenue

(including all 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

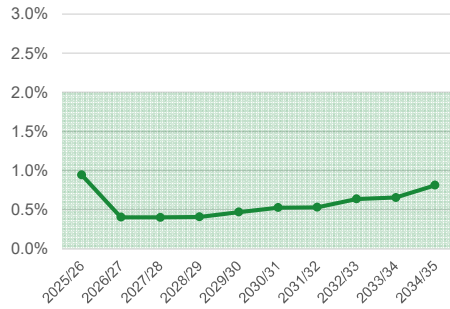
Required Renewal* of Building and Infrastructure Assets

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.

Substantial renewal works are planned for the earlier years of the plan, driven (in part) by strategic upgrade works that deliver a renewal benefit to assets. Underlying recurrent renewal programs focus on prioritising end-of-life assets for renewal and/or replacement.

City of Sydney
OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS
Infrastructure and Service Management

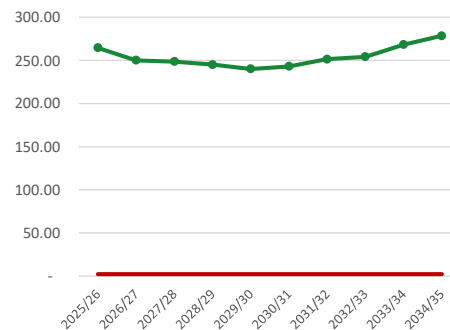
Infrastructure Backlog Ratio



Asset Maintenance Ratio

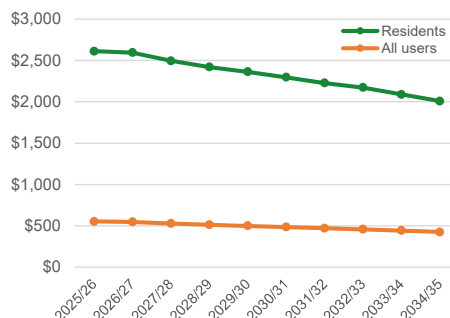


Debt Service Ratio



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. 95% or higher of required levels). The slightly lower ratio results in the earlier years of the Long Term Financial Plan are reflective of higher (capital) renewal works. Conversely, the slight increase over the life of the plan partially offsets the easing renewal activity in later years.

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

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

Operating Results before Interest and Depreciation Expense (EBITDA)

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

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

Real Operating Expenditure

Residential Population of Local Government Area

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

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

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

City of Sydney

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

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

Inflation lasting longer than anticipated impacting operating expenses

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

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

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

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

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

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

City of Sydney

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

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

Developer contributions lower than anticipated impacting total income

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

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

City of Sydney**Cash Flow Forecast - alternative scenario 2 - Developer contributions lower than anticipated**

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

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

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



Integrated Planning and Reporting – Assessing progress 2025

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

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Cover image: Living colour display in Martin Place. Photo by Katherine Griffiths / City of Sydney

Introduction

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 details indicators and measures for each of its 10 strategic directions.

This document provides a dataset of the last 4 available results for each of those indicators and measures. The last 4 available data points for each indicator may not necessarily be for the last 4 consecutive years as not all data is available annually.

For example, some indicators require census data which is only available each time there is a census, and our community wellbeing survey is conducted every few years.

Additionally not all indicators have targets. That is because:

- It is not always appropriate to set targets, as some measures are not controllable by the City but they may be useful to plot trends or demands that impact performance.
- There may be no historical data to use as a guide for an appropriate target to set.
- Some indicators report progress in a narrative form

Some measures also include a baseline or benchmark (where one has been established).

Community Strategic Plan – Ten Targets to measure progress

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 outlines 10 targets to measure progress.

Target number	Indicator	Desired trend / target	Latest data			
1	By 2035 we will achieve net zero emissions in the City of Sydney local area		2019/20	2020/21	2021/22	2022/23
	City of Sydney local area greenhouse gas emissions	Net zero by 2035	4.269m tonnes Co2	4,015m tonnes Co2	3,440m tonnes Co2	3,429m tonnes Co2
2.	By 2050 there will be a minimum overall green cover of 40%, including 27% tree canopy cover in our local area		2019	2020	2022	2024
	Overall green cover in the City of Sydney local area	40% by 2050	–	32.1%	30.6%	33.2%
	Overall tree canopy in the City of Sydney local area	27% by 2050	18.06%	19.24%	19.83%	20.9%
3	By 2030 residential potable water use will be reduced to 204 litres a person a day in the City of Sydney local area. Non-residential potable water use will be reduced by 10% from 2018/19 levels		2019/20	2020/21	2021/22	2022/23
	Residential potable water use in the City of Sydney local area	204 litres/per person/per day by 2030	201	180	204	221
	Non-residential potable water use in the City of Sydney local area	10% reduction from 2019 level of 2.32 litres/sqm/day	-6.48%	35.15%	31.47%	29.0%

Appendix 1 - Integrated Planning and Reporting – Assessing progress

Target number	Indicator	Desired trend / target	Latest data			
4	By 2035 there will be a 15% reduction in waste generated by each person in the local area based on 2023 levels. And by 2035 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					
	Waste generated per capita in the City of Sydney local area	15% reduction from 2023 level of 330.44kg/capita by 2035	Data to be recalculated for new baseline from 2025	—	—	—
	Recycling and recovery rate for residential waste in the City of Sydney local area	90% by 2035	47.0% (2021)	44.3% (2022)	50.9% (2023)	50.4% (2024)
	Recycling and recovery rate for commercial and industrial waste in the City of Sydney local area	90% by 2035	—	—	52% (2021)	47% (2022)
	Recycling and recovery rate for construction and demolition waste in the City of Sydney local area	90% by 2035	76% (2020)	79% (2021)	80% (2022)	78% (2023)
5	By 2036 there will be around 700,000 jobs in the City of Sydney local area including 200,000 new jobs compared to 501,786 in 2017. An increasing proportion of all jobs will be secure jobs		2007	2012	2017	2022
	Jobs in the City of Sydney local area	700,000 by 2036	385,421	435,769	501,786	519,839
	Secure jobs in the City of Sydney local area	↗	95.0%	95.1%	94.6%	93.5%

Appendix 1 - Integrated Planning and Reporting – Assessing progress

Target number	Indicator	Desired trend / target	Latest data			
6	<i>By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings in the local area that include boarding houses and student accommodation. Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable rental and diverse housing with these proportions maintained into the future</i>		2020/21	2021/22	2022/23	2023/24
	Private dwellings in the City of Sydney local area	156,000 by 2036	121,725	122,444	122,723	124,010
	Non-private dwellings in the City of Sydney local area, including boarding houses and student accommodation	17,500 by 2036	15,127	15,740	15,861	16,366
	Private dwellings which are social housing in the City of Sydney local area	7.5% by 2036	7.97%	7.91%	7.90%	7.69%
	Private dwellings which are affordable rental and diverse housing in the City of Sydney local area	7.5% by 2036	1.09%	1.17%	1.19%	1.17%
7	<i>By 2036 new cultural production floor space in the City of Sydney local area will have increased at least 40,000m² from 1,212,900m² in 2017</i>		2007	2012	2017	2022
	Cultural production floor space in the City of Sydney local area	1,252,900m ² by 2036	1,289,090 m ²	1,321,897m ²	1,212,900m ²	1,148,908m ²

Appendix 1 - Integrated Planning and Reporting – Assessing progress

Target number	Indicator	Desired trend / target	Latest data				
8	<i>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</i>						
					2011	2016	2021
	People coming to work in the city centre will use public transport, walk or cycle to travel to and from work	90% by 2050	—	81.9%	83.9%	60.3%	
	People coming to work in the local area outside the city centre will use public transport, walk or cycle to travel to and from work	67% by 2050		49.1%	55.1%	46.6%	
9	<i>By 2030 every resident in the local area will be around a 10-minute walk to what they need for daily life</i>						
	Every resident in the local area will be around a 10-minute walk for:	100% by 2030			2017	2020	
	— fresh food	↗	—	—	99.96%	99.95%	
	— childcare	↗	—	—	99.39%	99.38%	
	— health	↗	—	—	100.00%	100.00%	
	— leisure	↗	—	—	99.99%	99.97%	
	— social	↗	—	—	94.98%	99.94%	
	— learning	↗	—	—	99.98%	99.30%	
	— cultural	↗	—	—	98.09%	97.50%	
	— public open space	↗	—	—	—	100.00%	

Appendix 1 - Integrated Planning and Reporting – Assessing progress

Target number	Indicator	Desired trend / target	Latest data			
10	<i>By 2050 community cohesion and social interaction will have increased in the local area. This is based on at least 75% of the local resident population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours</i> Community cohesion and social interaction based on local residents: – feeling part of the community – agreeing most people can be trusted – saying they can get help from their neighbours					
			2011	2015	2018	2023
	– feeling part of the community	75% by 2050	49%	50%	44%	46%
	– agreeing most people can be trusted	65% by 2050	67%	75%	72%	72%
	– saying they can get help from their neighbours	90% by 2050	55%	53%	50%	53%

Strategic Direction 1: Responsible governance and stewardship

Our city's leaders continue to evolve to provide governance and leadership for us

1.1 The City of Sydney and other civic leaders provide effective governance and leadership

Target number	Indicator	Desired trend / target	Latest data
1.1.1	Specialist advisory panels, committees and working groups established by the City of Sydney Council to assist in decision making	–	Progress reported as a narrative

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

Target number	Indicator	Desired trend / target	Latest data
1.2.1	Summary of City of Sydney participation in Reconciliation Australia's barometer survey Closing the Gap priority reform 3	–	Progress reported as a narrative
1.2.2	Proactive release of information and data, including with Aboriginal and Torres Strait Islander people, by the City of Sydney Closing the Gap priority reform 4	–	Progress reported as a narrative

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

Target number	Indicator	Desired trend / target	2020/21	2021/22	2022/23	2023/24
1.3.1	City of Sydney operating performance ratio	Benchmark >0%	5.14%	-2.41%	4.60%	2.27%
1.3.2	City of Sydney own source revenue ratio	Benchmark >60%	78.58%	86.46%	79.83%	84.47%
1.3.3	City of Sydney building and infrastructure asset renewal ratio (alternate to industry standard)	Benchmark >100%	75.98%	75.45%	88.00%	103.97%

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

Target number	Indicator	Desired trend / target	Latest data
1.4.1	The City of Sydney's participation in formal and informal partnerships	–	Progress reported as a narrative

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

Target number	Indicator	Desired trend / target	Latest data
1.5.1	The City of Sydney's transformational projects and outcomes	–	Progress reported as a narrative

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're innovative leaders in climate change mitigation and adaptation

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

Target number	Indicator	Desired trend / target	2019/20	2020/21	2021/22	2022/23
2.1.1	Reduction in City of Sydney local area greenhouse gas emissions	70% reduction from 2006 baseline of 5,815,521 tCO ₂ e by 2030	26.6%	31.0%	40.8%	41.0%
2.1.2	City of Sydney local area greenhouse gas emissions	Net zero by 2035	4.269 mln tonnes Co ₂	4,015 mln tonnes Co ₂	3,440 mln tonnes Co ₂	3,429 mln tonnes Co ₂

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

Target number	Indicator	Desired trend / target	2019	2020	2022	2024
2.2.1	Green cover across the City of Sydney local area	40% by 2050	–	32.1%	30.6%	33.2%
2.2.2	Tree canopy cover across the City of Sydney local area	27% by 2050	18.1%	19.2%	19.8%	20.9%

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

Target number	Indicator	Desired trend / target	2019/20	2020/21	2021/22	2022/23
2.3.1	City of Sydney local area residential potable water use per person per day	204 litres by 2030	201 litres	180 litres	204 litres	221 litres
2.3.2	Reduction in City of Sydney local area non-residential potable water use	10% reduction from 2019 baseline of 2.32 litres/sqm/day by 2030	-6.48%	35.15%	31.47%	29.0%

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

Target number	Indicator	Desired trend / target	2020/21	2021/22	2022/23	2023/24
2.4.1	City of Sydney local area residential waste collected	10% reduction from 2023 baseline of 300.44kg/capita by 2030 and 15% reduction by 2035	–	–	–	7.90%
2.4.2	City of Sydney local area residential waste diversion rate	80% by 2030 and 90% by 2035	47.0%	44.3%	50.9%	50.4%

2.5 Our community has the capacity to understand risk, take action and collaborate for sustainable outcomes

Target number	Indicator	Desired trend / target	Latest data
2.5.1	A summary of outcomes will be reported at the end of each 4-year period	–	Progress reported as a narrative

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 spaces. 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 character

3.1 Aboriginal people's history and cultures, and truth-telling of this place, are evident in the public realm

Target number	Indicator	Desired trend / target	Latest data
3.1.1	A summary of outcomes will be reported at the end of each 4-year period	–	Progress reported as a narrative

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

Target number	Indicator	Desired trend / target	Latest data
3.2.1	New public domain space in the City of Sydney local area from acquisition, dedications and road space conversions	↗	Progress reported as a narrative

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

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
3.3.1	City of Sydney residents satisfied with the range and quality of creative expression in the public domain such as art installations, murals, busking and street art in the local area	↗	45%	52%	45%	46%

3.4 Physical and visual connections to the harbour are strengthened

Target number	Indicator	Desired trend / target	Latest data
3.4.1	A summary of outcomes will be reported at the end of each 4-year period	–	Progress reported as a narrative

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

Target number	Indicator	Desired trend / target	Latest data			
3.5.1	Green open space under the City of Sydney's care and control (excluding civic spaces)	↗	–	–	214 ha (2023)	215 ha (2024)
3.5.2	City of Sydney residents satisfied with access to parks and open space in the local area	↗	–	87.3% (2015)	84.9% (2018)	84.0% (2023)
3.5.3	City of Sydney residents satisfied with access to public sports and recreational facilities such as pools and courts in the local area	↗	65.2% (2011)	63.6% (2015)	59.6% (2018)	64.4% (2023)

Strategic Direction 4: Design excellence and sustainable development

The city continues to grow sustainably and with good design. Communities are inclusive, socially connected, healthy and live in walkable well-serviced neighbourhoods supported by public transport. Places support economic activity and innovation. The impact of our changing climate is factored in the policies that influence development in the city

4.1 The city's liveability is enhanced through well planned and designed development and public spaces

Target number	Indicator	Desired trend / target	2017	2022
4.1.1	City of Sydney residents living around a 10-minute walk (800m) to:	100% by 2030	%	%
	– fresh food	↗	99.96	99.95
	– childcare	↗	99.39	99.38
	– health	↗	100.00	100.00
	– leisure	↗	99.99	99.97
	– social	↗	94.98	99.94
	– learning	↗	99.98	99.30
	– cultural	↗	98.09	97.50
	– public open space	↗	–	100.00

4.2 Productivity is supported by planning for jobs, innovation and enterprise activities

Target number	Indicator	Desired trend / target	2007	2012	2017	2022
4.2.1	Jobs in the City of Sydney local area	700,000 by 2036	385,421	435,769	501,786	519,839
4.2.2	Commercial floor space in the City of Sydney local area, including occupied and vacant business floor space	–	–	17,562m ²	17,822m ²	18,394m ²

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

Target number	Indicator	Desired trend / target	2022/23	2023/24
4.3.1	Investment on acquiring, developing, and enhancing infrastructure and assets in the City of Sydney local area	–	\$75.43m	\$96.38m

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

Target number	Indicator	Desired trend / target	2022/23	2023/24
4.4.1	Architectural design excellence competitions completed for proposed development in the City of Sydney local area	–	7	13

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

Target number	Indicator	Desired trend / target	Latest data
4.5.1	Outcomes are reported in Strategic Direction 2 in reduced emissions, reduced water, waste and energy consumption and increased greening	–	Progress reported as a narrative

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

5.1 Street space is reallocated for people, places and planting

Target number	Indicator	Desired trend / target	2020/21	2021/22	2022/23	2023/24
5.1.1	Separated cycleways in the City of Sydney local area	↗	18.0 km	20.7 km	22.6 km	23.1 km

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

Target number	Indicator	Desired trend / target	2011	2016	2021
5.2.1	Journey to work in the city centre using public transport ¹	↗	74.0%	76.5%	50.0%
5.2.2	Journey to work in City of Sydney locations other than the city centre, using public transport ¹	↗	36.9%	43.4%	33.6%

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

Target number	Indicator	Desired trend / target	2021	2022	2023	2024
5.3.1	Walking counts in the City of Sydney local area	↗	503,442	669,150	666,972	739,719

¹ The methodology for calculating this measure has been updated and previously published data has been amended in this table

5.4 More people ride more, as it's an attractive, convenient and safe option for everyday transport

Target number	Indicator	Desired trend / target	2010	2022	2023	2024
5.4.1	Cycling counts in the City of Sydney local area	↗	19,152	37,107	42,556	50,855

5.5 Freight, servicing and kerbside space is managed to support the efficient functioning of the city while improving the amenity of city spaces

Target number	Indicator	Desired trend / target	Latest data
5.5.1	Kerb space in city centre allocated to deliveries, servicing, and mobility parking. A baseline was established in 2023 from which change will be measured	—	Progress reported as a narrative

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

6.1 Strengthen partnerships and relationships that enable shared decision making with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations

Target number	Indicator	Desired trend / target	Latest data
6.1.1	Aboriginal and Torres Strait Islander organisations that the City of Sydney has formed or maintained a formal partnership Closing the Gap priority reform one	–	Progress reported as a narrative

6.2 Everyone feels welcome and included in the city

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
6.2.1	City of Sydney residents satisfied with feeling a part of the community	↗	49%	50%	44%	46%
6.2.1	City of Sydney residents who agree it a good thing for a society to be made up of people from different cultures and communities	↗	83%	88%	90%	89%

6.3 Everyone has equitable access to participate in our economic growth and share in our prosperity

Target number	Indicator	Desired trend / target				
6.3.1	City of Sydney residents who say they are financially insecure	↘	24% (2011)	17% (2015)	16% (2018)	19% (2023)
6.3.2	Socio-Economic Indexes for Areas (SEIFA) – measure of socio-economic advantage and disadvantage	↗	1,111 (2006)	1,051 (2011)	1,095 (2016)	1,126 (2021)

6.4 Everyone is engaged and actively participates in the governance of their city

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
6.4.1	City of Sydney residents who agree there is enough opportunity for them to have a say on issues important to them	↗	–	44%	40%	34%
6.4.2	City of Sydney residents who participated in decision-making activities ² in last 12 months	↗	22%	37%	36%	32%

6.5 Everyone has the skills, tools and access to technology to engage and participate in a digital life

Target number	Indicator	Desired trend / target	2006	2016	2023
6.5.1	City of Sydney residents with internet access at home	↗	73%	90%	93%

² Body-corporate meeting and/or sitting on a decision-making board or committee, such as a corporate board, school council, sports club committee or church committee

6.6 There is equitable access to education and learning opportunities, everyone can participate in a creative practice

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
6.6.1	City of Sydney residents satisfied with access to learning and education opportunities in the local area	↗	53%	56%	51%	57%

6.7 A sustainable food system that provides access to safe and nutritious food

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
6.7.1	City of Sydney residents who ran out of food at any point in the past year and could not afford to buy more	↘	8%	8%	8%	11%

Direction 7: Resilient and diverse communities

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations and support long term health and wellbeing. We work with communities, businesses, and other organisations to strengthen connections and networks, and the city is prepared and able to recover from most situations

7.1 Communities are connected and socially cohesive

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
7.1.1	City of Sydney residents satisfied with feeling a part of the community	↗	49.0%	50.0%	44.0%	45.5%
7.1.2	City of Sydney residents who agree it a good thing for a society to be made up of people from different cultures and communities	↗	83.0%	88.0%	90.0%	89.3%

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

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
7.2.1	City of Sydney residents satisfied with opportunities for sporting or recreational activities in the local area	↗	57.0%	49.0%	43.0%	49.3%
7.2.2	City of Sydney residents satisfied with library access in the local area	↗	–	69.0%	70.0%	71.4%

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

Target number	Indicator	Desired trend / target	2023
7.3.1	City of Sydney residents who agree they are prepared for a major emergency	↗	22.6%
7.3.2	City of Sydney residents who agree they have a bag of essential items prepared in case of an emergency	↗	7.7%

7.4 The city economy is diversified to strengthen its resilience

Target number	Indicator	Desired trend / target	2017	2022
7.4.1	Top 6 industry sectors in City of Sydney local area ranked by proportion of jobs in each	No one sector to dominate		
	Finance and financial services		23.1	24.0%
	Professional and business services		19.8%	18.1%
	Information, communication and technology		6.8%	7.5%
	Government		6.8%	–
	Tourist, cultural and leisure		–	6.4%
	Creative industries		6.6%	6.2%
	Food and drink		–	6.2%
	Higher education and research		5.7%	–

7.5 People feel safe in the city

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
7.5.1	City of Sydney residents who feel safe walking alone near home after dark	↗	50.0%	61.0%	61.0%	62.7%
7.5.2	City of Sydney residents who feel safe walking alone near home in daylight	↗	86.0%	92.0%	91.0%	88.4%

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

Target number	Indicator	Desired trend / target	Latest data			
7.6.1	City of Sydney residents who participated in at least one community engagement activity ³ in the past 12 months	↗	60.0% (2011)	58.0% (2015)	58.0% (2018)	57.7% (2023)
7.6.2	Suppliers engaged by the City of Sydney who identify themselves as Aboriginal and Torres Strait Islander Closing the Gap priority reform 2	↗	–	–	–	76 (2024)
7.6.3	City of Sydney spend with Aboriginal and Torres Strait Islander businesses Closing the Gap priority reform 2	\$2.4m in 2025/26 \$3.0m in 2026/27 \$3.5m in 2027/28	\$1.601m (2020/21)	\$1.931m (2021/22)	\$1.422m (2022/23)	\$1.970m (2023/24)

³ attendance at a community meeting, public hearing or discussion; meeting with, phoned, or written to any local politician; joined a protest or demonstration and /or participated in an online discussion about political or local community issues)

Appendix 1 - Integrated Planning and Reporting – Assessing progress

Target number	Indicator	Desired trend / target	Latest data				
7.6.4	Grants approved by the City to Aboriginal and Torres Strait Islander people, groups and organisations	–	–	\$0.589m (2021/22)	\$1.630m (2022/23)	\$1.937m (2023/24)	
	Closing the Gap priority reform 2						

Direction 8: A thriving cultural life

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

8.1 Aboriginal and Torres Strait Islander peoples and their cultural practices are valued and supported

Target number	Indicator	Desired trend / target	2018	2023
8.1.1	Aboriginal and Torres Strait Islander peoples' satisfaction with the range and quality of creative expression in the public domain	↗	33%	17%

8.2 We value our cultural life and champion our creative industries

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
8.2.1	City of Sydney residents satisfied with feeling a part of the community	↗	49.0%	50.0%	44.0%	45.5%
8.2.2	City of Sydney residents satisfied with the number and quality of arts and cultural events such as festivals, performances and exhibitions in the local area	↗	60.0%	62.0%	56.0%	54.2%

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

Target number	Indicator	Desired trend / target	2007	2012	2017	2022
8.3.1	Creative industries workforce in the City of Sydney local area	↗	32,448	35,017	33,027	32,380

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

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
8.4.1	City of Sydney residents satisfied with opportunities to participate in arts and cultural activities in the local area	↗	54.0%	53.0%	48.0%	47.7%

8.5 There is an increased supply of accessible creative space

Target number	Indicator	Desired trend / target	2017	2022
8.5.1	Creative industries enterprise space in the City of Sydney local area	↗	1,212,900 m2	1,148,908 m2

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 resulting in transformation across all industries. Wealth and benefits are shared equitably

9.1 An expanding innovation economy supports Sydney's future prosperity

Target number	Indicator	Desired trend / target	Latest data			
9.1.1	Worker productivity in knowledge and innovation intensive industries in the City of Sydney local area:		per worker (2020)	per worker (2021)	per worker (2022)	per worker (2023)
	– finance and insurance services	↗	\$330,438	\$343,750	\$330,773	\$320,764
	– professional, scientific and technical services	↗	\$155,226	\$154,375	\$163,181	\$158,430
	– education and training	↗	\$132,447	\$132,282	\$136,544	\$138,633
	– information media and telecommunications	↗	\$239,784	\$259,352	\$282,479	\$292,728
	– creative and performing arts activities	↗	\$89,503	\$73,433	\$74,685	\$82,915
9.1.2	Jobs in knowledge and innovation intensive industries in the City of Sydney local area:			(2012)	(2017)	(2022)
	– finance and financial services	↗	–	99,688	115,693	125,002
	– professional and business services	↗	–	78,122	99,404	94,157
	– higher education and research	↗	–	24,538	28,692	27,825
	– information, communication and technology	↗	–	26,962	34,157	38,895
	– creative industries	↗	–	35,017	33,027	32,380

9.2 The transition to a net zero economy offers new economic opportunities

Target number	Indicator	Desired trend / target	2021	2022	2023	2024
9.2.1	Sydney's position on the Global Destination Sustainability Index	↗	15 th	27 th	29 th	10 th

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

Target number	Indicator	Desired trend / target	Latest data			
9.3.1	City of Sydney gross regional product	↗	\$136.58b (2020/21)	\$140.24b (2021/22)	\$141.73b (2022/23)	\$154.73b (2023/24)
9.3.2	Secure jobs in the City of Sydney local area	↗	366,009 (2007)	414,561 (2012)	474,690 (2017)	486,049 (2022)
9.3.3	Aboriginal and Torres Strait Islander youth (15 to 24 years) from the City of Sydney local area who are in employment, education or training. The National Closing the Gap target is 67% Closing the Gap target 7	↗	–	68.2% (2011)	87.5% (2016)	91.2% (2022)
9.3.4	Aboriginal and Torres Strait Islander people aged 25-64 from the City of Sydney local area who are employed. The National Closing the Gap target is 62% Closing the Gap target 8	↗	–	45.1% (2011)	51.6% (2016)	53.6% (2022)

9.4 Creativity and great experiences fuel the vitality of the city

Target number	Indicator	Desired trend / target	Latest data			
			2020/21	2021/22	2022/23	2023/24
9.4.1	Trips made in the Sydney city centre on public transport (average per month)	↗	11.92m	8.83m	16.83m	20.00m
9.4.2	Domestic visitors – average number of nights stayed in City of Sydney local area	↗	2.86	2.64	2.80	2.69
9.4.3	International visitors – average number of nights stayed in City of Sydney local area	↗	7.33	13.21	13.85	13.99
9.4.4	International visitors staying overnight in City of Sydney local government area	↗	10,703	128,653	1,382,149	2,043,269
			2011	2015	2018	2023
9.4.5	City of Sydney residents attending cultural activities, events, performances and venues ⁴	↗	87.0%	88.5%	88.6%	88.1%

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

Target number	Indicator	Desired trend / target	2017	2022
9.5.1	Business establishments employing workers in the City of Sydney local area economy	–	23,511	21,618

⁴ Responses for attending at least one type of cultural activity, event, performance and / or venue in the past year

Direction 10: Housing for all

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

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

Target number	Indicator	Desired trend / target	2021	2022	2023	2024
10.1.1	People sleeping rough in the City of Sydney local area on the night of the annual street count	↘	272	225	277	208
10.1.2	People in crisis accommodation in the City of Sydney local area on the night of the annual street count	–	288	269	299	392

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

Target number	Indicator	Desired trend / target	2020/21	2021/22	2022/23	2023/24
10.2.1	Private dwellings that are social housing in the City of Sydney local area	7.5% by 2036	7.97%	7.91%	7.90%	7.69%

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

Target number	Indicator	Desired trend / target	2020/21	2021/22	2022/23	2023/24
10.3.1	Private dwellings that are affordable rental housing units and / or diverse housing dwellings in the City of Sydney local area	7.5% by 2036	1.09%	1.17%	1.19%	1.17%

10.4 Our city has a mix of housing accommodating diverse and growing communities

Target number	Indicator	Desired trend / target	2020/21	2021/22	2022/23	2023/24
10.4.1	Private dwellings in the City of Sydney local area	156,000 by 2036	121,725	122,444	122,723	124,010
10.4.2	Non private dwellings (boarding houses, student accommodation, residential aged care services) in the City of Sydney local area	17,500 by 2036	15,127	15,740	15,861	16,366

10.5 There is an increased supply of culturally appropriate and self-determined housing for Aboriginal and Torres Strait Islander peoples

Target number	Indicator	Desired trend / target	Latest data
10.5.1	Projects led by or partnered with Aboriginal community-controlled organisations to provide culturally appropriate housing (supported by the City of Sydney through funding, or discounted land or asset sales)	–	Progress reported as a narrative
10.5.2	Number of Aboriginal households in the local area that are living in affordable housing provided by St George Community Housing, Bridge Housing, and City West Housing	–	Data collection to commence June 2025
10.5.3	Proportion of Aboriginal households in the local area that are living in affordable housing provided by St George Community Housing, Bridge Housing, and City West Housing	–	Data collection to commence June 2025

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Attachment F

Operational Plan 2025/26



Operational Plan 2025/26

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

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Glossary

Cover image: Sydney Streets event in Harris Street Pyrmont. Photo by Katherine Griffiths / City of Sydney

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 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'll 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 Cove which began in 1788 had far-reaching and devastating impacts on the Eora nation. Longstanding ways of life were disrupted by invasion and Aboriginal people's 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're 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're 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've documented many of these in Barani/Barrabugu (Yesterday / Tomorrow), a free guide about 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's part of our commitment to celebrate the living cultures of First Nations peoples.
- 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 the Stretch reconciliation action plan built on our success and extended our actions. It has led to increases in employment of Aboriginal peoples, spending with Indigenous businesses and Aboriginal and Torres Strait Islander cultural learning activities for all employees.
- 2024 we opened the local Aboriginal knowledge and culture centre at 119 Redfern Street, completing another project from our Eora Journey commitments. This provides a place for local Aboriginal and Torres Strait Islander communities to gather, share and support their needs.
- 2025 we adopted the stretch reconciliation action plan for 2025 to 2028 which builds on the City's previous reconciliation action plans, aiming to foster stronger relationships with Aboriginal and Torres Strait Islander communities and further the City's reconciliation journey.

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.



Image 1. Welcome to Redfern, Reko Rennie in collaboration with young local artists (2016)
Photo: Adam Hollingworth / City of Sydney

Inclusion and Equity Statement

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

Aboriginal and Torres Strait Islander peoples, and the Gadigal of the Eora Nation as the Traditional Custodians of this local area are valued.

Sydney's multicultural society and the many languages, traditions, religious and spiritual practices of the people who call the city home are valued.

Together 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. People of diverse sexualities and genders and intersex people are respected.

Together the contributions made by all individuals to the city's 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 vision for the city to 2050. 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.

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.

1. Introduction

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 operational plan.

Sustainable Sydney 2030-2050 Continuing the Vision outlines our commitment to creating a more sustainable future.

The community strategic plan includes ten targets to track progress and measure change over time, along with six guiding principles that reflect the values of the community. These principles will inform the City of Sydney's decision-making and help shape a green global and connected city. In addition, ten ambitious project ideas illustrate how the vision for the city could be realised by 2050.

It also includes 10 strategic directions which provide a framework for action to be taken by the City of Sydney, other levels of government, civil society and by communities. The 10 strategic directions include objectives, outcomes and measures to monitor progress to 2050.

Our operational plan

Our operational plan (this document) is prepared and adopted by the end of June each year. It sets out the specific projects, programs and activities to be delivered in the year ahead. It is aligned with our delivery program and community strategic plan and assigns responsibility to the divisions in the council to deliver those actions.

The operational plan includes our detailed budget and revenue policy as well as the financial plan for the delivery of our programs and projects. It also includes measures which help us monitor and evaluate the delivery of our projects and programs.

This operational plan has been prepared using the best and most current information available at the time of publication but it may be subject to change in response to issues impacting the community. It should be read in conjunction with our Delivery Program 2025-29.

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 14 September 2024 and the current term will run until September 2028.

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.

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.

To find out more statistical data about our local area and how we compare in a national and global context you can visit the [city at a glance](#) section of the City's website.

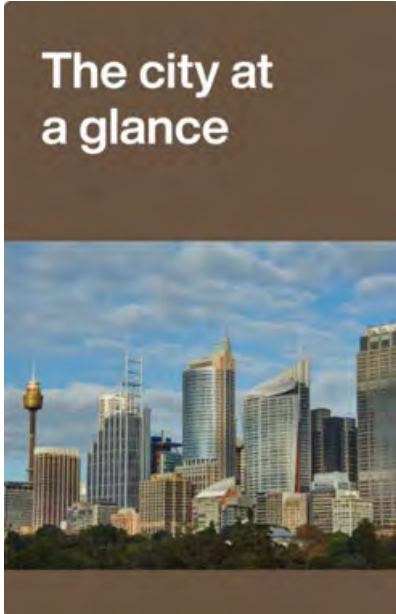


Image 2. Cover image for The City at a Glance

Demographic information about our residents, the area and each suburb can be found on the City's [community profile website](#).

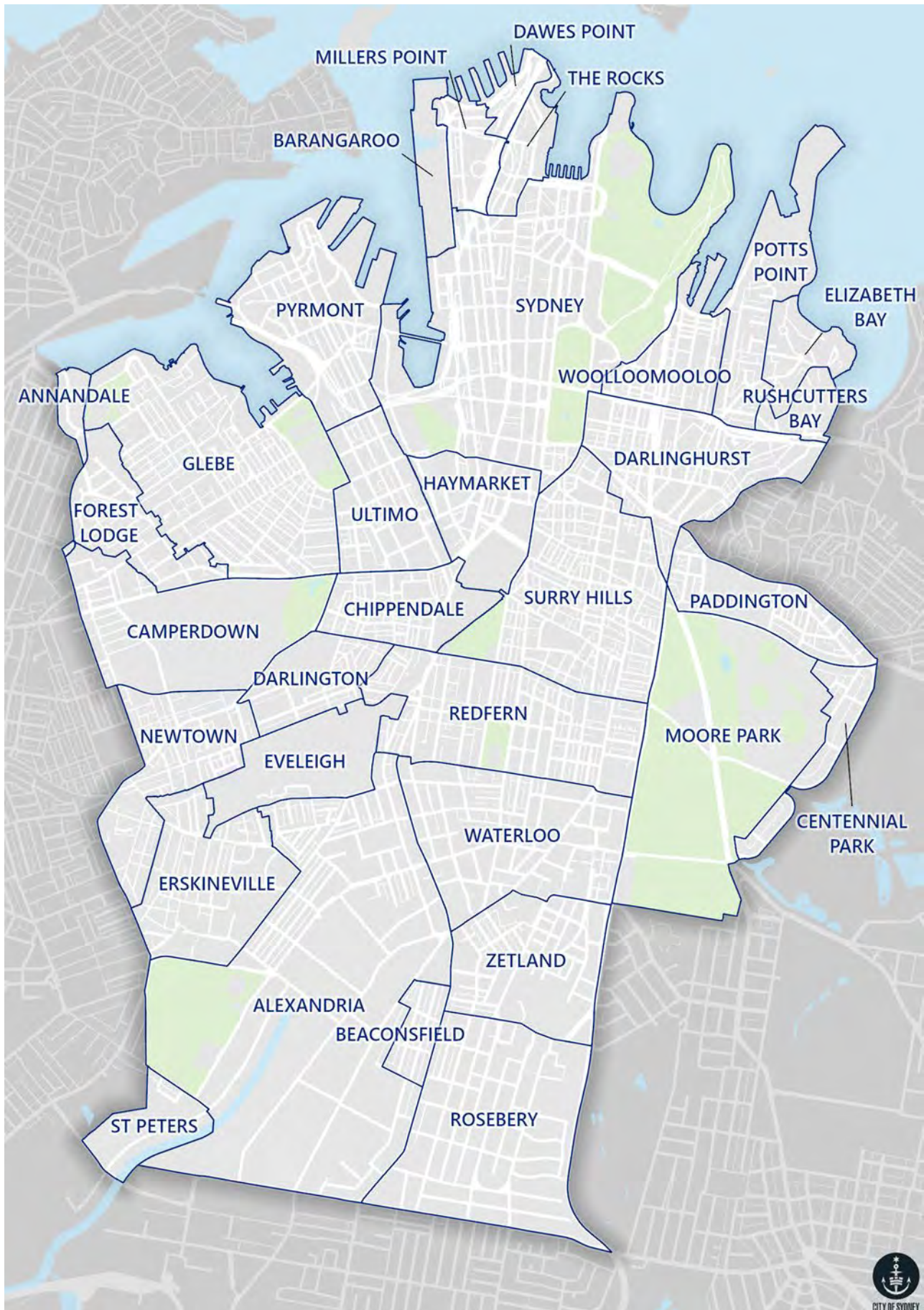


Image 3. Sydney local government area showing its 33 suburbs

2. About the City of Sydney

Council policy, strategic directions and major corporate decisions are determined by the elected Council, chaired by the Lord Mayor. Day to day operations are largely delegated to the Chief Executive Officer or managed in conjunction with the Lord Mayor, as provided for in council resolutions and delegations, and in accordance with relevant legislation. Our performance is monitored through quarterly financial reports, and six-monthly operational and whole of council term progress reports to council and the community.

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

The City of Sydney, like the community strategic plan itself, is concerned with the full range of issues that affect the wellbeing of the City of Sydney local area and its communities. In following the directions of our community strategic plan and striving to achieve its objectives, there are limits to what Council alone can control or even influence.

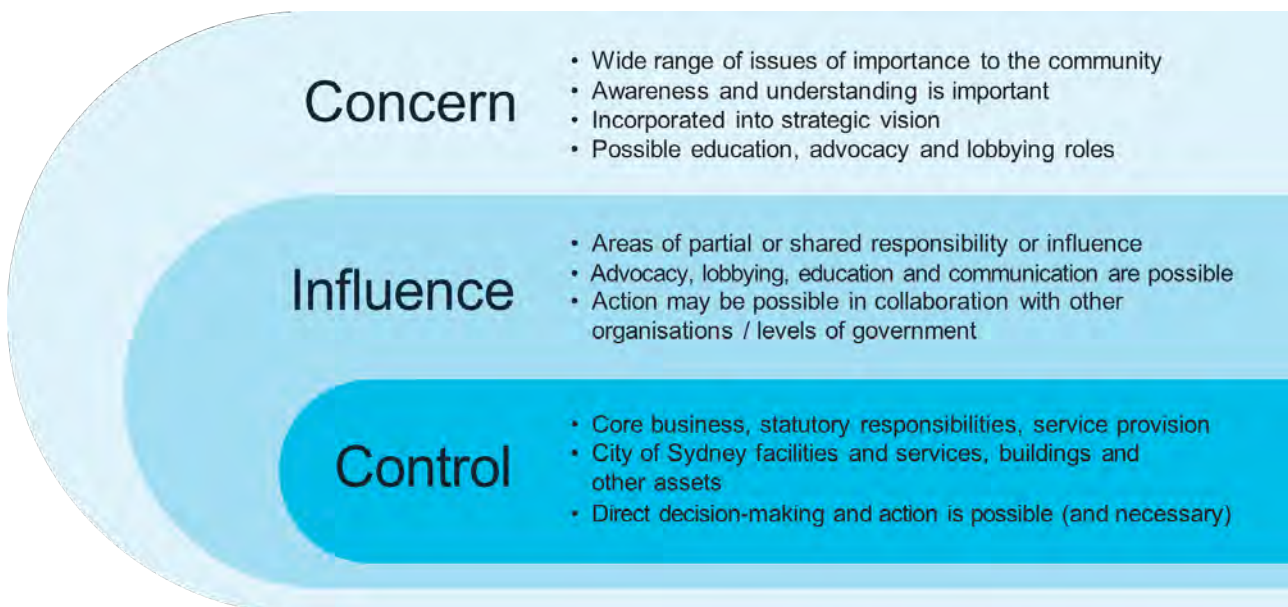


Figure 1. Concern, influence and control diagram outlining the City of Sydney's level of involvement in a range of activities

The integrated planning and reporting framework

Integrated Planning and Reporting (IP&R) allows councils to bring plans and strategies together in a way that supports a clear vision for the future and provides an agreed roadmap for delivering community priorities and aspirations. While councils lead the IP&R process, it is a journey that they undertake in close consultation with communities, elected representatives, other levels of government and the private sector.

The Integrated Planning and Reporting Framework provides the mechanism for implementing Sustainable Sydney 2030-2050 Continuing the Vision. The Community Strategic Plan Delivering Sustainable Sydney 2030-2050 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 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. Introduced in 2009 by the NSW Government, this framework 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

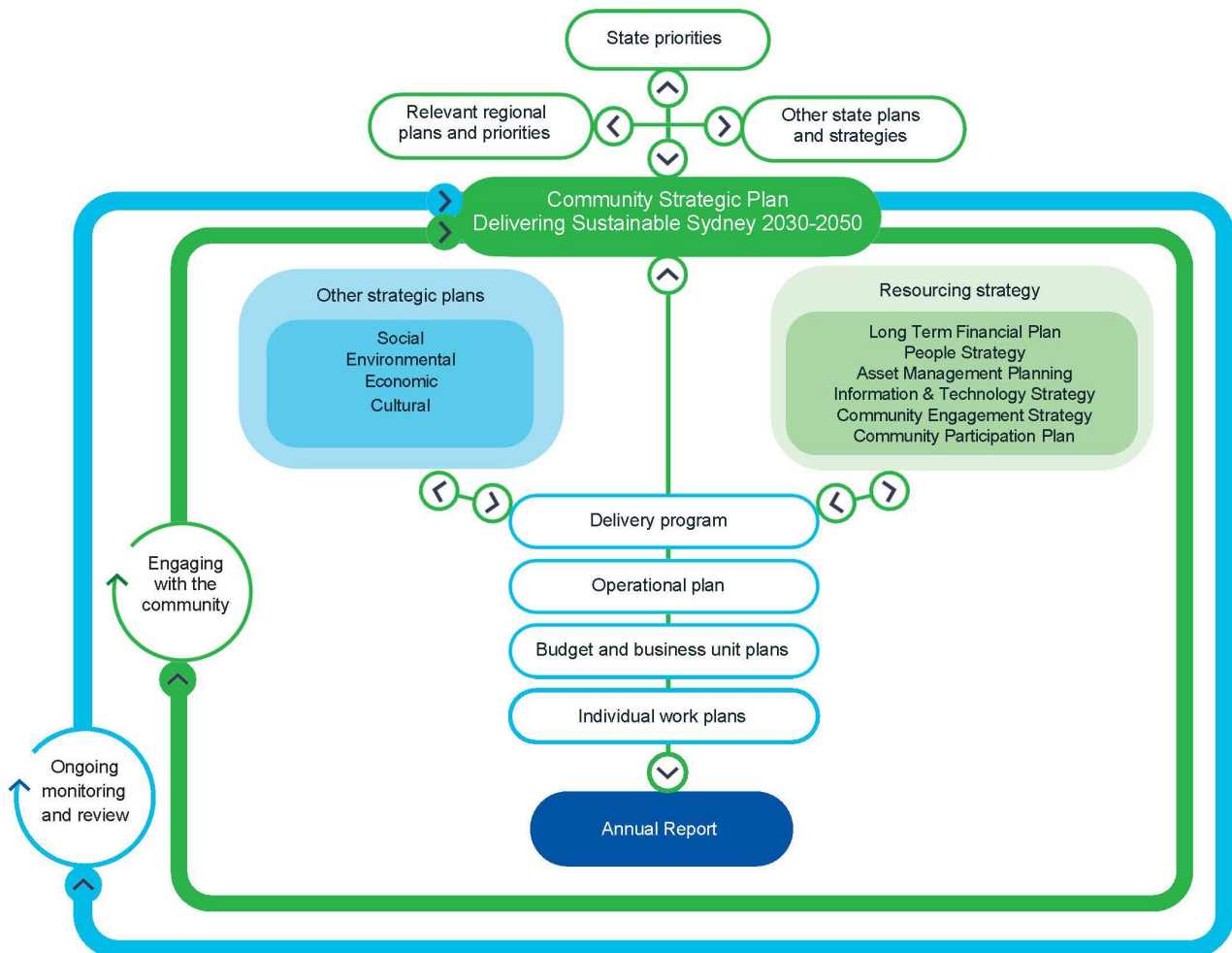


Figure 2. Integrated planning and reporting framework diagram adapted from the Office of Local Government

How the documents relate

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

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

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. The community strategic plan is structured around 10 strategic directions. We update this plan every 4 years, in line with government requirements, and to adapt to changing circumstances and community aspirations.

The City's **delivery program 2025-29** (the delivery program) acts as the link between the long term community strategic plan and the annual operational plan and it identifies the actions we will take 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 measures and targets that contribute to the outcomes under each strategic direction in the community strategic plan.

Our **operational plan** (this 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 IP&R 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 outlines the key issues impacting the City's workforce and seeks to guide people related decision making, priorities and investment to support the outcomes in the community strategic plan.

3. Asset management planning

The key objective of asset management planning is to provide the required level of service for the community in accordance with the community strategic plan, and in the most cost-effective manner. Together, the Asset Management Policy, Asset Management Strategy and Community Asset Management Plan ensure appropriate standards for maintenance and renewal of key assets, detailing status and resource requirements.

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 and community participation plan

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 City of Sydney's community participation plan is included in the community engagement strategy document to make it easier for community members to understand. Our community participation plan includes information on strategic planning, development assessments and how to engage with us on land use planning matters. It can also read as a stand-alone plan that responds to the requirements of the Environmental Planning and Assessment Act.

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 progress 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.

Our organisation

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.

Roles and responsibilities

Our community strategic plan sets out community priorities and aspirations for the local area. It will take everyone working together to achieve the desired outcomes and our targets.

The City of Sydney has a critical role in delivering 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 reach our targets and achieve the desired outcomes. We'll enter formal partnerships, sponsorships, agreements and memorandums of understanding as needed, and we may set up less formal arrangements and collaborations at other times. Many other levels of government and organisations are responsible for delivering projects, programs and services that contribute to our outcomes and targets.

Reference and advisory groups will provide specialist advice to guide this work.

The City of Sydney's roles under the community strategic plan include:

Our role	What this means
Advocate	We act as an advocate on behalf of our communities, giving voice to their needs and aspirations. We 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 our communities.
Capacity builder	We work with communities and community organisations, building connections and strengthening their capacity to respond to their needs.
Communicator	We provide timely, accurate, inclusive and inspiring information to the people involved in our programs, projects and services, and we engage them in conversations about the work we're doing.
Convenor and facilitator	We bring together all the forces essential for the success of the city, including governments, civil society, businesses and academia to achieve outcomes with and for our communities.
Funder	We provide funding to support innovation, contribute to collaborative initiatives and provide support to communities and organisations.
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.
Networker	We engage in local, national and global networks to share and develop expertise in urban issues.
Planner	We use our professional expertise in city planning and program and service provision to carry out research and collaborate with communities and stakeholders to develop and evaluate ways to resolve identified issues.
Provider	We provide a range of infrastructure, facilities, programs and services for the benefit of the city and our communities.
Role model	We lead by example in how we run our organisation, manage our assets and engage our employees.
Thought leader	We commission and publish thought leadership and research on economic, social, environmental and cultural issues and develop solutions relevant to the city and our communities.

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.



Image 4. Exterior of Town Hall House. Photo by Abril Felman / City of Sydney

City of Sydney service catalogue

The City has developed a service catalogue to enhance our overall management of services and functions. This is a high level representation of the services provided across the organisation.

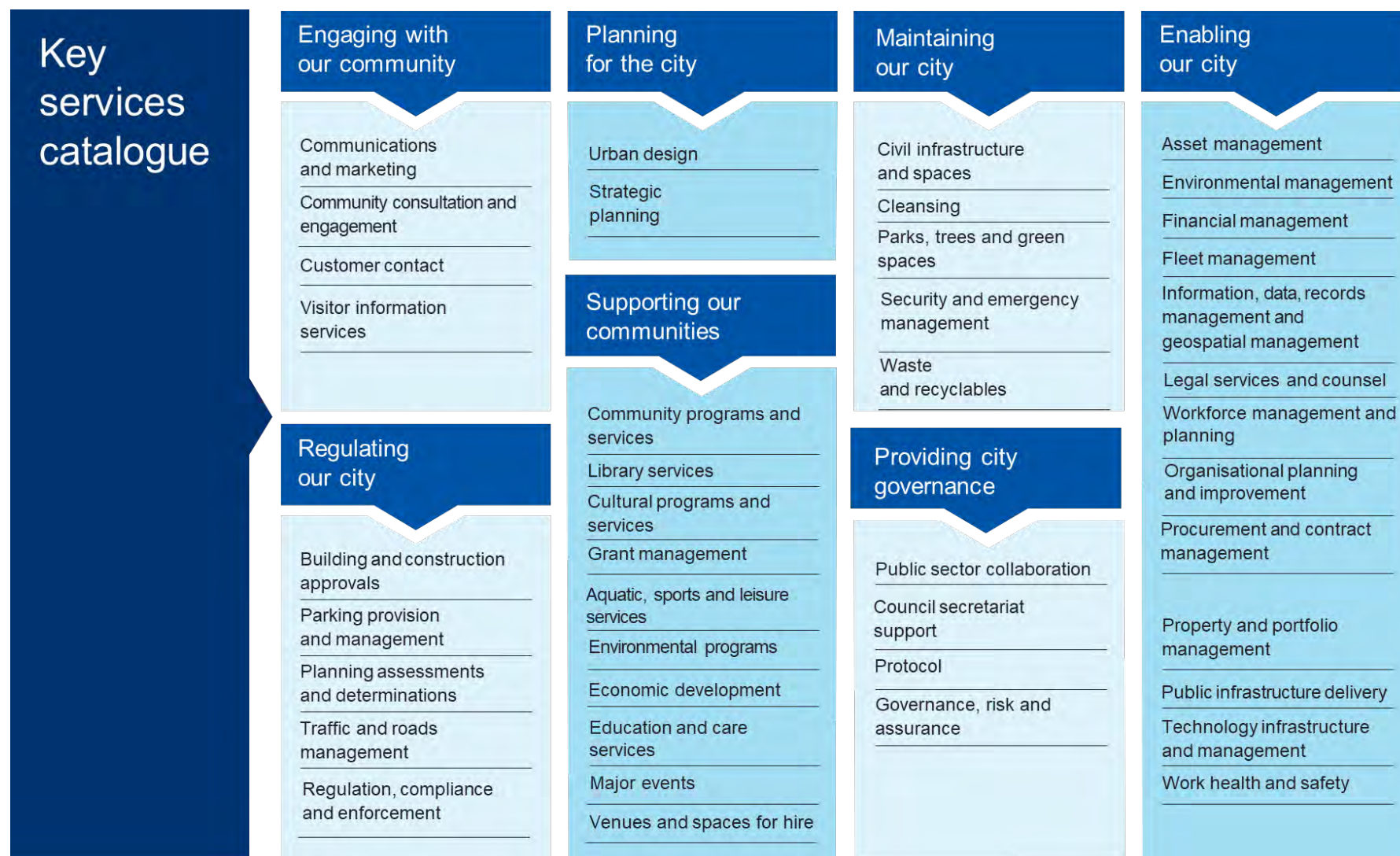


Figure 3. City of Sydney service catalogue

Services and service reviews

The City is committed to improving the quality and levels of services to the community. The City will continue a program of service reviews across a number of services and functions. The program of service and functional reviews for 2025/26 includes procurement and contract management, and cyber security and information protection. It is expected that priorities will change over time and the review program may be required to alter accordingly during the year.

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.

Efficiency and effectiveness

In addition to service reviews, Council undertakes a number of programs that enhance financial management and governance of the City.

Our internal audit function provides an independent, objective assurance and consulting activity aimed at enhancing and protecting organisational value by systematically and independently evaluating and identifying performance improvements in business operations, risk management, internal controls and governance processes. This is undertaken through a strategic program of audits and reviews on behalf of the Audit Risk and Compliance Committee. This activity is in accordance with the City's Internal Audit Charter and is reported independently to the City's Audit Risk and Compliance Committee.

The City has also implemented an improvement model to guide improvement and change. We have adopted 6 improvement principles to guide us in improving our services.

Community and customer focused

Customers and the community are at the heart of what we do. Our customer-centric approach helps us design services to make it easy for customers to deal with us. To do this, we look at how we performed at each stage of our customers' interaction with us, their expectations and how we can improve the service.

Engaged, empowered and capable employees

Engaging our employees to identify improvement areas and to make change will enable more customer-focused and efficient services and processes. To do this, we must embrace new capabilities, mindsets and ways of thinking. This helps us be more creative and innovative and promote more agile ways of working.

Streamlined processes

Our processes must be easy to use, and each step in the process must add value to the customer and stakeholders. Processes should have clear ownership with defined roles and responsibilities for appropriate decision-making.

Data-driven

We use business intelligence to create data insights into our performance and to inform our decision-making. Data insights are critical to understand how we perform and how we can improve our efficiency.

Digitally enabled

Digital technology will transform our organisation and help us develop innovative ways to meet our community's needs. This means reshaping our services and how we work. New digital platforms will help automate many of our manual practices, improve data accuracy and enable real-time information. Online collaboration will help us work more effectively and efficiently. When employees have a digital mindset, we can identify more opportunities to be digitally enabled.

Financially sustainable

To be financially sustainable, the City of Sydney must think about value for money in how we deliver our services now and in the future. We must review our service levels and delivery models regularly to ensure we provide the right services to the right people for the right outcomes.

Organisational structure

The following chart shows the City's organisational structure and senior executive. The executive directors lead the provision of key services and delivery of programs and projects to achieve our communities' vision.



Figure 4. Diagram showing the City's organisational structure and senior executives

Governance

Our governance structure includes the systems, processes, policies, and practices designed to make decisions, provide services, and manage facilities efficiently and effectively.

At the core of the City of Sydney's operations is good governance, which helps build trust and confidence within the community by ensuring our actions align with their needs and expectations.

The senior management team is responsible for implementing, monitoring, and reviewing our governance framework, making sure that we fulfill our commitments and operate with ethical responsibility.

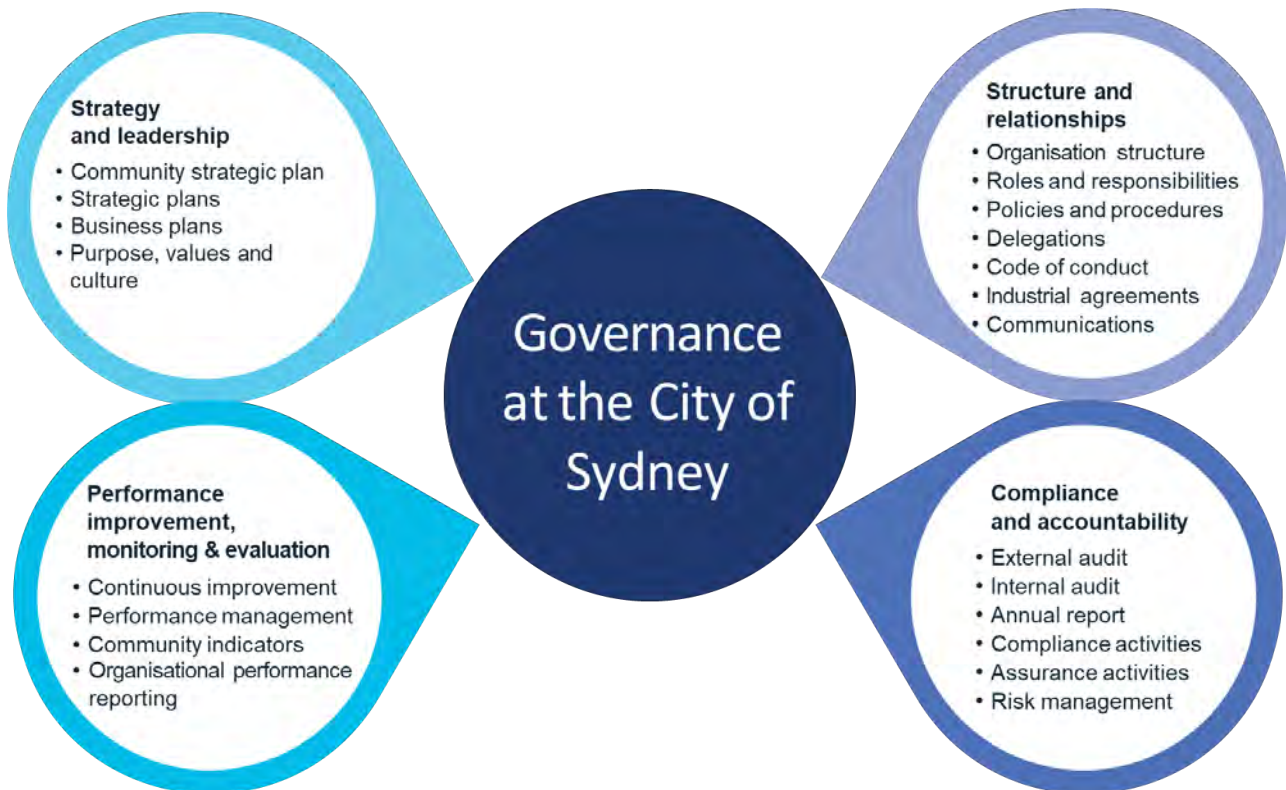


Figure 5. Diagram outlining elements of governance at the City

Code of conduct

The City of Sydney updated our Code of Conduct in October 2024. It is based on the Model Code of Conduct for Local Councils in NSW issued by the Office of Local Government. Staff undertake induction training and regular refresher code of conduct training to ensure their actions align with our ethical standards and organisational values.

Fraud and corruption prevention

The City of Sydney has a Fraud and Corruption Control Plan which underpins the City's commitment to fraud and corruption control and contains the actions we will take to prevent, detect and respond to fraud and corruption. Complaints of corrupt conduct against council staff or councillors can be made via the reporting form on our website.

Complaints about staff members are investigated by the Legal and Governance Division. Complaints about councillors and the Chief Executive Officer are referred in accordance with the provisions of the Code of Conduct. Complaints can also be made directly to the Independent Commission Against Corruption.

Risk management

The City of Sydney has embedded risk management principles and capabilities across the organisation to ensure effective decision making and good governance. Our risk management structures include:

- Corporate Risk Management system and framework based on international standards
- Compliance Management Framework based on international standards
- Audit Risk and Compliance Committee
- Emergency Management Committee
- Business Continuity Plans
- Internal Audit Program
- Workplace Health and Safety Management System.

Council adopted a Risk Appetite Statement on 28 October 2024 and this is a central part of the City's risk management framework. It describes the amount of risk the Council is willing to accept in pursuit of its goals and as such, is designed to guide actions and decision-making across the organisation.

City of Sydney risk appetite

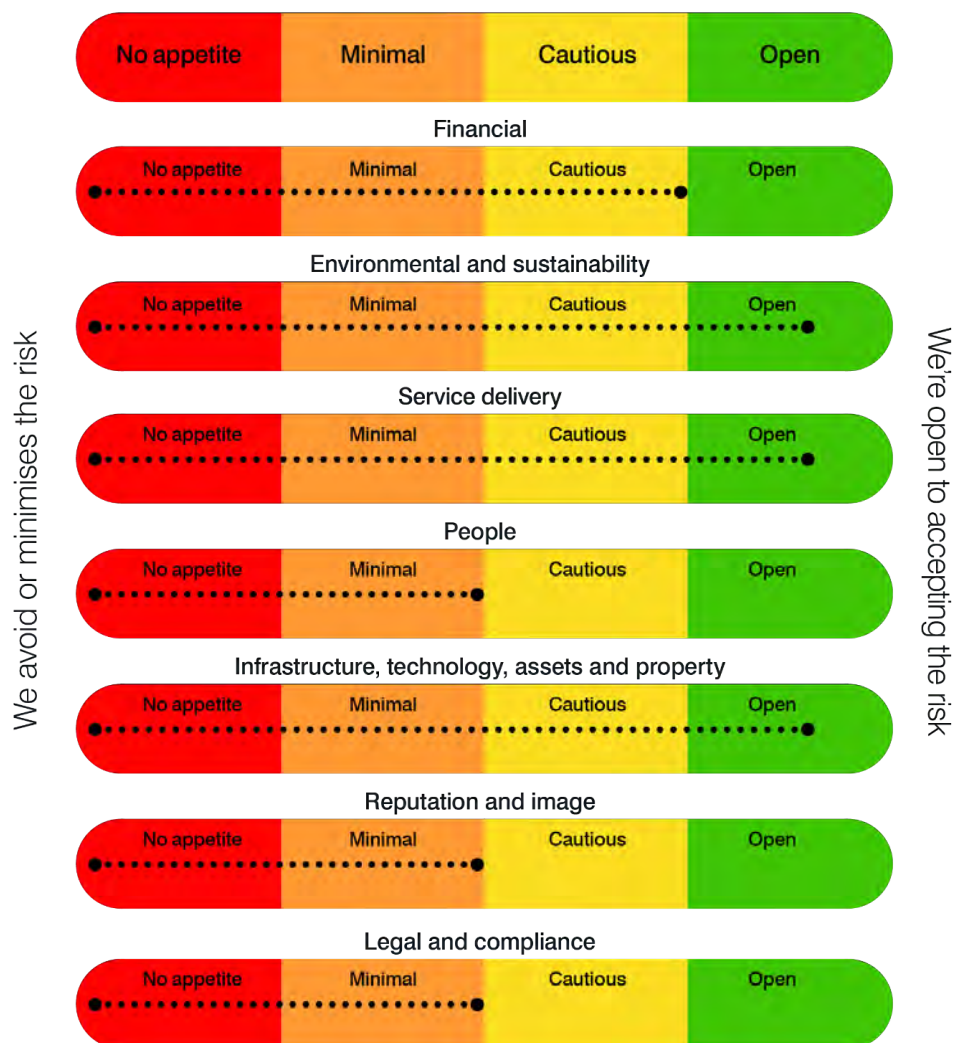


Figure 6. City of Sydney risk appetite summary table

Audit, risk and compliance committee

The Audit Risk and Compliance Committee plays an important role in the City's governance framework. It provides council with independent oversight and monitoring of the City's audit, compliance and risk processes and its other internal control activities.

The primary objectives of the committee are to ensure the integrity of the internal audit function and to assist the council in discharging its responsibilities relating to:

- financial reporting practices
- business ethics, policies and practices
- accounting policies
- risk management and internal controls
- fraud and corruption prevention
- compliance with laws, regulations, standards and best practice guidelines.

The Audit, Risk and Compliance Committee Charter sets out the committee's roles and responsibilities and its oversight of the internal and external audit functions, including any statutory duties. The committee currently has 5 independent members, one of whom acts as chair, as well as one councillor non-voting member. The Charter was reviewed and updated in 2024/25 to align with the NSW Office of Local Government's new Guidelines for Risk Management and Internal Audit for Local Government in NSW.

External audit

External auditing services are provided by the NSW Audit Office. The external auditor provides independent audit opinions on both the general and special purpose financial reports of council, audits statutory returns relating to a number of council activities (including the ratings return, domestic waste return, and parking enforcement gain share), reports to the Council and the Minister of the conduct of the audit, issues a management letter detailing any matters that arise during the course of the audit and, provides any supplementary reports where required by the Office of Local Government. The external auditor also contributes to council's Audit, Risk and Compliance Committee meetings.

Internal audit

Internal audit is an independent, objective assurance and consulting activity. The purpose of internal audit is to enhance and protect organisational value by systematically and independently evaluating and identifying performance improvements in business operations, risk management, internal controls and governance processes. This is undertaken through a strategic program of audits and reviews on behalf of the Audit Risk and Compliance Committee. This activity is in accordance with the City's Internal Audit Charter and is reported independently to the City's Audit Risk and Compliance Committee.

Accountability and Transparency

The City of Sydney takes seriously its responsibility to be open and accountable to the community and complies with the intent and requirements of all relevant legislation. In particular, we make as much information as possible available to the community. We proactively publish information on our website, we respond to requests for information in accordance with the *Government Information (Public Access) Act (2009)* and we provide a reading room in Town Hall House for the inspection of hard copy documents. At the same time, we respect people's privacy by not releasing personal information where inappropriate.

Procurement and external contracts

The City's procurement processes meet the highest standards of probity and integrity. Our objective in entering into contracts is to obtain goods and services to perform our functions, while achieving value for money, using public funds wisely, and complying with legislative and public interest requirements. Rigorous and open tender processes are undertaken for most contracts over \$250,000. All other contracts follow best practice and are selected on a value for money basis.

Safety in the Sydney local area

The City is committed to the health, safety and welfare of its employees, residents and visitors. The City has a broad range of roles and responsibilities in relation to ensuring safety is prioritised across the local government area. This includes ensuring safety is a priority consideration in relation to the design and maintenance of public areas, when conducting events, in undertaking compliance and enforcement activities and when providing services to members of the community.

There is a broad range of legislation in relation to public safety which the City complies with, or which the City has a role in enforcing or which regulates the activities of others in our local government area including the following NSW acts and related regulations, guidelines and standards:

State legislation

- *Anti-Discrimination Act 1977*
- *Boarding Houses Act 2012*
- *Building and Development Certifiers Act 2018*
- *Building Products (Safety) Act 2017*
- *Children's Guardian Act 2019*
- *Child Protection (Working With Children) Act 2012*
- *Children (Education and Care Services National Law Application) Act 2010*
- *Children (Education and Care Services) National Law (NSW) No 104a of 2010*
- *Children and Young Persons (Care and Protection) Act 1998*
- *Civil Liability Act 2002*
- *Companion Animals Act 1998*
- *Contaminated Lands Management Act 1997*
- *Crown Land Management Act 2016*
- *Design and Building Practitioners Act 2020*
- *Disability Inclusion Act 2014*
- *Electronic Transactions Act 2000*
- *Environmental Planning and Assessment Act 1979*
- *Fair Trading Act 1987*
- *Food Act 2003*
- *Government Information (Public Access) Act 2009*
- *Graffiti Control Act 2008*
- *Heavy Vehicle (Adoption of National Law) Act 2013*
- *Heavy Vehicle National Law (NSW) No. 42a of 2013*
- *Health Records and Information Privacy Act 2002*
- *Heritage Act 1977*
- *Public Spaces (Unattended Property) Act 2021*
- *Inclosed Lands Protection Act 1901*
- *Industrial Relations Act 1996*
- *Library Act 1939*
- *Liquor Act 2007*
- *Local Government Act 1993*
- *Local Government Amendment Act 2019*
- *Local Government Amendment (Governance and Planning) Act 2016*
- *Major Events Act 2009*
- *Modern Slavery Act 2018*
- *Privacy and Personal Information Protection Act 1998*
- *Protection of the Environment Operations Act 1997*

- *Protection of the Environment Legislation Miscellaneous Amendments Act 2017*
- *Public Health Act 2010*
- *Public Interest Disclosures Act 2022*
- *Residential Apartment Buildings (Compliance and Enforcement Powers) Act 2020*
- *Residential Tenancies Act 2010*
- *Restricted Premises Act 1943*
- *Retail Leases Act 1994*
- *Roads Act 1993*
- *Smoke-free Environment Act 2000*
- *State Emergency and Rescue Management Act 1989*
- *Strata Schemes Development Act 2015*
- *Surveillance Devices Act 2007*
- *Surveying and Spatial Information Act 2002*
- *Swimming Pools Act 1992*
- *Sydney Public Reserves (Public Safety) Act 2017*
- *Transport Administration Act 1988*
- *Trees (Disputes Between Neighbours) Act 2006*
- *Work Health and Safety Act 2011*
- *Workers Compensation Act 1987*
- *Workplace Injury Management and Workers Compensation Act 1998*
- *Workplace Surveillance Act 2005*

Federal legislation

- *Age Discrimination Act 2004*
- *Competition and Consumer Act 2010*
- *Copyright Act 1968*
- *Disability Discrimination Act 1992*
- *Racial Discrimination Act 1975*
- *Sex Discrimination Act 1984*
- *Trade Marks Act 1995*



Image 5. External of Sydney Town Hall. Photo by Katherine Griffiths / City of Sydney

3. Strategies, objectives and actions

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 sets directions for our city that respond to our communities' vision for a more sustainable future. The plan positions our city as a regional leader for just and sustainable growth, creativity and innovation and it sets clear directions to help tackle the climate emergency. It builds on the sustained conversations with local communities that began in 2006/07.

In developing the community strategic plan, we gathered the perspectives of people with an interest in the city and its future – workers, visitors, business owners and residents, including younger people, through a comprehensive engagement program that began in 2018.

We have continued to monitor community concerns, ideas and aspirations throughout and since the pandemic to see if, or how, perspectives might have changed. We have also taken stock of the impact the pandemic and recent economic conditions have had on our communities.

It includes an urgent imperative to address the climate emergency and adapt to our changing climate. It recognises the economic benefits for our city in transitioning to a decarbonised future. It also addresses rising inequalities and aims to build resilience in our communities, networks and city infrastructure.

We will continue to engage with the community using the principles outlined in our Community Engagement Strategy and Community Participation Plan 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 Governments' recovery efforts and directives.

Six guiding principles

These guiding principles, based on values expressed by our communities, will be used by the City of Sydney in its decision making.

We're accountable to the voices and elevate the knowledge and cultures of Aboriginal and Torres Strait Islander peoples

The city strives to reflect the needs and aspirations of Sydney's Aboriginal and Torres Strait Islander peoples and recognise their rights.

We'll work to authentically strengthen relationships with Aboriginal and Torres Strait Islander peoples and help build self-determining communities.

We respond to the climate emergency

We respond to the climate emergency by taking bold steps to reduce the city's environmental footprint and ensure we're prepared for the transition to a circular and zero carbon economy.

We plan for the sustainable growth of the city. We step lightly on the planet and support biodiversity and nature in the city.

We promote transformative change in energy generation, resource consumption, water use, transport and climate adaptation. We encourage it to be done in a way that's equitable and inclusive, with no one left behind or bearing an unfair burden because of long-term structural change to jobs and industries.

Our strategies promote climate resilience, and mitigation and adaptation. This includes emissions reduction, renewable energy and helping the community prepare for climate change. Our strategies also promote equity by ensuring communities who are impacted more by climate change are provided with the resources and opportunities to adapt to the changing climate.

We build the resilience of our society and economy

Sydney is a place where partnerships between government, business and communities strengthen the city.

We build resilience in our economy, communities, systems and infrastructure to respond, recover and adapt to shock events and chronic stresses. These include our energy and transport systems failing to cope with extreme weather or other events, and a lack of affordable housing and poorly constructed buildings that fail to meet current safety, quality or sustainability standards.

Among other stresses, our health services are under pressure and some vulnerable communities may be isolated or experience increasing inequity.

Our communities are engaged in the governance of their city

Sydney is a democratic city where people of all ages can influence decisions. People are encouraged to be connected and effective community builders.

We lead through stewardship and collaboration

The City of Sydney will lead by facilitating social harmony and inclusion while also acting as a steward of the environment and the economy.

In our role as steward, we're required to understand what our communities value and the values we have in common, then act in line with those shared values.

As steward of this city, we'll ensure we embrace innovation and are prepared for change by responding and adapting.

Our communities are also impacted by decisions outside our boundaries. We'll seek to work collaboratively with partners, our neighbours and all levels of government for the benefit of current and future generations.

Our organisation is governed responsibly and sustainably

The City of Sydney has a responsibility to balance the needs and interests of current and future generations when it makes decisions.

We'll ensure the organisation has the financial capacity to serve our communities now and in the future.

Fairness and equity, including intergenerational equity, underpin all our choices. High ethical standards, transparency, accountability and the involvement of our communities are integral to the governance of the city.

Strategic context

Our community strategic plan is the City of Sydney's highest-level plan. It guides all our other strategies and plans. It takes a long-term view, identifying issues and opportunities to be addressed in the local area over the next 3 decades and it is supported by our integrated planning and reporting documents and our other plans and strategies.

Other strategic plans

Our future activities consider other City strategies and plans, such as the Local Strategic Planning Statement, and planning by other levels of government and agencies. Information on some of the key strategies and plans is given below.

Local strategic planning statement

Our Local Strategic Planning Statement sets out a 20 year land use vision, balancing the need for housing and economic activities with protecting and enhancing local character, heritage, public places and spaces. It links state and local strategic plans with our planning controls to guide development.

It sets 13 priorities and a series of actions to achieve the vision and guide future changes to our planning controls. It identifies housing and jobs targets and places for priority planning investigations. The actions include measures to align infrastructure with development, enhance the natural environment, improve the liveability of places and support the economic productivity of the local area.

Resilient Sydney

Resilient Sydney is a program for metropolitan Sydney in New South Wales, Australia, to build the capacity of individuals, communities, institutions, businesses and systems to survive, adapt and thrive in the face of chronic stresses and acute shocks.

Resilient Sydney is a regional collaboration of the 33 local governments of Greater Sydney, aligned to the global Resilient Cities Network. The Resilient Sydney Office is funded by local government and hosted by the City of Sydney.

Greater Sydney is one of the most diverse metropolitan cities in the world with a population of more than 5 million people from 200 vibrant cultures. Our global city is known for the beauty of its natural environment and outdoor lifestyle, but it is struggling to maintain liveability and equity during a time of growth and change. To become connected, inclusive and resilient is a challenge every organisation and community in metropolitan Sydney must address to create a place of opportunity and wellbeing for everyone.

Since the adoption of the second Resilient Sydney Strategy (2018) the communities of Greater Sydney have experienced a series of major shock events – pandemic, heatwaves, floods, bushfires and infrastructure and digital network failures. Communities are also facing city-wide stresses of rising housing unaffordability and cost-of-living pressures. Sydney councils are increasingly challenged by structural planning issues such as the long-term lack of waste management solutions and maintaining liveable places in the face of increased urban density.

To respond to this changing risk profile the development of the Resilient Sydney Strategy (2025–2030) was funded under the joint Australian Government – NSW Government disaster risk reduction partnership. All 33 Greater Sydney councils participated in the development of the renewed strategy for the period 2025-2030 which was launched in April 2025. The Strategy aligns with new state level resilience planning defined by the NSW Reconstruction Authority Act which includes the State Disaster Mitigation Plan 2024 and disaster adaption plan framework.

The community strategic plan and this operational plan have drawn from this regional strategy to set the direction for the City of Sydney's actions to build the resilience of our local area and its networks, infrastructure, assets and communities.

NSW government priorities

NSW government priorities, strategies and agency functions are outlined at www.nsw.gov.au. The City of Sydney endeavours to align its strategies with the priorities of the State and Commonwealth Governments where possible and critical to the functions of the city.

National agreement on Closing the Gap

The Council of Australian Governments' (COAG) National Indigenous Reform Agreement, known as Closing the Gap, started in 2008. In March 2019 a formal partnership agreement on Closing the Gap (the Partnership) was established between the commonwealth government, state and territory governments, the Coalition of Aboriginal and Torres Strait Islander Peak Organisations (the Coalition of Peaks) and the Australian Local Government Association.

The City of Sydney is committed to the National Agreement on Closing the Gap and taking an active role in achieving its 17 socio-economic outcomes and 4 priority reforms, including one NSW-specific priority reform¹.

¹
[https://www.lgnsw.org.au/common/Uploaded%20files/Misc/Closing the Gap Factsheet for Local Councils.pdf](https://www.lgnsw.org.au/common/Uploaded%20files/Misc/Closing%20the%20Gap%20Factsheet%20for%20Local%20Councils.pdf)

The 5 priority reform areas are:

1. Formal partnerships and shared decision making
2. Building the community-controlled sector
3. Transforming government organisations
4. Shared access to data and information at a regional level
5. Employment, business growth and economic prosperity.

Priority reform areas are identified across relevant outcomes within our 10 strategic directions. The aim is to ensure our organisation:

- is culturally safe and responsive
- improves access to locally relevant data for Aboriginal and Torres Strait Islander people
- strengthens pathways to education and employment for Aboriginal and Torres Strait Islander people
- builds the local community-controlled sector
- empowers Aboriginal and Torres Strait Islander people to share decision-making authority with governments.

As the level of government closest to the community, local government plays an essential role in supporting and helping to steer the development of policies and programs in partnership with local Aboriginal and Torres Strait Islander peoples that address these priorities at the local and regional level.

More information on the Closing the Gap partnership is here:

<https://www.closingthegap.gov.au/>



The communities' vision for the future

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

Green

We support a sustainable future where everyone does their part to lessen their impact to the planet by reducing carbon emissions and regenerating the environment around them.

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

Business and institutions 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 the life cycle of their products.

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 its 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 support our city being a leader in our region for just and sustainable growth, creativity and innovation. It has a thriving 24-hour economy and opportunities for all.

It means 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. The city is 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 transforming 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

Social, business, cultural and physical connections in the city allow us to reach our full potential, and adapt to changes and withstand adversity. It means people look out for one another and feel safe.

Community cohesion is stronger because of 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 walk and ride 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.



Image 6. Sydney Streets event in Pyrmont. Photo by Katherine Griffiths / City of Sydney

Ten Strategic Directions

The Community Strategic Plan Delivering Sustainable Sydney 2030-2050 is structured around 10 strategic directions. Our strategic directions are the focus of the City's delivery program and for the purposes of section 404 of the *Local Government Act (1993)* describe our principal activities.

Each strategic direction sets out the high level outcomes, with objectives, projects, programs, strategies and services identifying what we are doing to achieve the outcomes. Delivery measures, including performance indicators are used to measure our progress towards the outcomes.

Strategic Direction 1 **Responsible governance and stewardship**

Our city's leaders continue to evolve to provide good governance and leadership for us.

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're innovative leaders in climate change mitigation and adaptation.

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 spaces. 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 character.

Strategic Direction 4 **Design excellence and sustainable development**

The city continues to grow sustainably and with good design. Communities are inclusive, socially connected, healthy and live in walkable well-serviced neighbourhoods supported by public transport. Places support economic activity and innovation. The impact of our changing climate is factored into 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 and support long term health and wellbeing. We work with communities, businesses, and other organisations to strengthen connections and networks, and the city is prepared and able to recover from most situations.

Strategic Direction 8 **A thriving cultural life**

We are proud of the city. We're 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 resulting in transformation 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 people who need it. High-quality housing is available for everyone.

How to read this document

Community strategic
plan strategic direction

Community strategic
plan objective

Strategic direction 1: Responsible governance and stewardship

Our city's leaders continue to evolve to provide good governance and leadership for us.

Objective 1.1 The City of Sydney and other civic leaders provide effective governance and leadership

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
1.1.1 (1)	Optimise governance, risk and audit frameworks	Implement systems and practices to embed a strong risk management and corporate compliance culture at the City	Legal and Governance

Short description of
delivery program
action area

Operational plan project
or program to be worked
on in 2025/26

Area/s of organisation
primarily responsible for
delivering this action

Measures

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Optimise governance, risk and audit frameworks	Public interest disclosures received	No	-	Legal and Governance

Short description of
delivery program
action area

Description
of measure

Unit of
measure

Description of target
/ trend type

Area/s of organisation
primarily responsible for
reporting this data

Number in column	The measure has a numerical target against which performance is monitored
↓	A downward trend is desirable for the measure
↑	An upward trend is desirable for the measure
-	The measure is an indicator only

Strategic direction 1: Responsible governance and stewardship

Our city's leaders continue to evolve to provide good governance and leadership for us.

Objective 1.1 The City of Sydney and other civic leaders provide effective governance and leadership

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
1.1.1 (1)	Optimise governance, risk and audit frameworks	Implement systems and practices to embed a strong risk management and corporate compliance culture at the City	Legal and Governance
1.1.1 (2)	Optimise governance, risk and audit frameworks	Improve the health, safety and wellbeing of our workers through the implementation of the safety management system and a mentally healthy workplace plan	People, Performance and Technology
1.1.1 (3)	Optimise governance, risk and audit frameworks	Deliver governance programs to support compliant, ethical and transparent decision making and community confidence in the City	Legal and Governance
1.1.1 (4)	Optimise governance, risk and audit frameworks	Implement a risk based and comprehensive annual internal audit plan	Legal and Governance
1.1.1 (5)	Optimise governance, risk and audit frameworks	Deliver completed annual financial statements without qualification by the Audit Office of NSW	Finance and Procurement
1.1.1 (6)	Optimise governance, risk and audit frameworks	Ensure Council electoral processes are well managed and meet legislative requirements	Legal and Governance / Office of the CEO / Finance and Procurement
1.1.2	Foster leadership capabilities	Ensure Councillors have access to relevant information, development and assistance to enable them to fulfil their obligations to lead, govern and serve the community	Office of the Chief Executive
1.1.3	Provide high quality internal legal advice and representation	Provide legal services and support to the organisation, optimising outcomes for the City	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	Delivery Program Action	Operational Plan Activity	Responsibility
1.2.1 (1)	Implement continuous improvement programs	Identify and implement business and service improvements to optimise the efficiency and effectiveness of key services	People, Performance and Technology
1.2.1 (2)	Implement continuous improvement programs	Refine and revise asset management policy, strategy and long term asset management plans for critical infrastructure assets, including resilience and maturity assessment recommendations	City Services
1.2.1 (3)	Implement continuous improvement programs	Improve information and data management with a focus on privacy, security, ethics, quality, and sharing	People, Performance and Technology
1.2.2 (1)	Develop responsive digital services	Develop responsive digital services that are easy for our community to access and use	People, Performance and Technology
1.2.2 (2)	Develop responsive digital services	Develop and maintain the City's IT systems and infrastructure to support service delivery and business continuity	People, Performance and Technology
1.2.3 (1)	Provide access to City of Sydney information and data	Provide and promote public access to City information and data to meet the spirit and requirements of the Government Information (Public Access) Act	People, Performance and Technology
1.2.3 (2)	Provide access to City of Sydney information and data	Proactively publish to the City's Data Hub and Archives & History Resource Catalogue to inform, educate and improve services to the community, including Aboriginal and Torres Strait Islander communities	People, Performance and Technology
1.2.4	Provide business and spatial intelligence	Deliver business and spatial intelligence for better planning, operations, and decision making	People, Performance and Technology
1.2.5 (1)	Strengthen workforce capability, diversity and inclusion	Implement the City's People Strategy to strengthen the workforce's capacity to deliver the outcomes in the community strategic plan	People, Performance and Technology

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
1.2.5 (2)	Strengthen workforce capability, diversity and inclusion	Implement actions in the City's EEO, Diversity and Inclusion Action Plan	People, Performance and Technology

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
1.3.1 (1)	Maintain financial sustainability	Undertake detailed costing reviews of core services, business cases and opportunities to ensure value for money outcomes, and appropriate equitable fees and charges	Finance and Procurement
1.3.1 (2)	Maintain financial sustainability	Develop, monitor and report against the City's long term financial plan to ensure and demonstrate council's financial sustainability, and intergenerational equity	Finance and Procurement
1.3.2	Integrate planning and reporting	Deliver and enhance the Integrated Planning and Reporting and business planning framework to improve integrated long-term planning and sustainability	Finance and Procurement
1.3.3	Advocate for equitable contributions from ratepayers	Collaborate with the NSW Government to achieve positive rating legislative reforms	Finance and Procurement
1.3.4	Optimise investment property returns	Manage the City of Sydney's investment property portfolio to optimise revenue opportunities	Chief Operations Office
1.3.5	Ensure best practice procurement	Ensure best practice procurement and contract management focused on value for money, optimised risk allocation and improved sustainability	Finance and Procurement

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
1.4.1	Advocate for policy reform and integration	Research, assess and make submissions on intergovernmental policy issues to the NSW Government and the Federal Government where appropriate	Office of the Chief Executive

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
1.5.1 (1)	Continue to develop international, national, regional and local partnerships	Strengthen domestic partnerships through collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community	Office of the Chief Executive
1.5.1 (2)	Continue to develop international, national, regional and local partnerships	Utilise international partnerships to facilitate knowledge exchange and ensure the City and the community benefit from the best and most current knowledge and processes, including C40, World Cities Cultural Forum and Resilient Cities Network	Strategic Development and Engagement

Measures

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Optimise governance, risk and audit frameworks	Public interest disclosures received	No	-	Legal and Governance
Optimise governance, risk and audit frameworks	Data breaches reported to the Mandatory Notification of a Data Breach Scheme.	No	—	Legal and Governance
Optimise governance, risk and audit frameworks	Lost time injuries	No	↘	People, Performance and Technology
Foster leadership capabilities	Complaints upheld regarding breaches of the code of conduct by City Councillors	No	-	Legal and Governance
Foster leadership capabilities	Complaints upheld regarding fraud or corruption by City staff	No	-	Legal and Governance
Develop responsive digital services	Communication received from the community via digital channels	%	↗	People, Performance and Technology
Develop responsive digital services	Average time to answer phone calls from the community	Seconds	90	People, Performance and Technology

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Develop responsive digital services	Community service requests received	No	-	People, Performance and Technology
Develop responsive digital services	Community service requests from all channels actioned within agreed service standards	%	85	People, Performance and Technology
Provide access to City of Sydney information and data	GIPAA formal access applications received	No	-	People, Performance and Technology
Provide access to City of Sydney information and data	GIPAA informal access applications received	No	-	People, Performance and Technology
Strengthen workforce capability, diversity and inclusion	Approved full time equivalent establishment positions	No	-	People, Performance and Technology
Strengthen workforce capability, diversity and inclusion	Vacancy rate	%	-	People, Performance and Technology
Maintain financial sustainability	Operating performance ratio (excluding non-recurrent income and expense items)	%	>0.00%	Finance and Procurement
Maintain financial sustainability	Own source revenue ratio	%	>60%	Finance and Procurement
Maintain financial sustainability	Building and infrastructure asset renewal ratio (alternate to industry standard)	%	>100%	Finance and Procurement

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're innovative leaders in climate change mitigation and adaptation.

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
2.1.1 (1)	Undertake initiatives to achieve net zero emissions for City assets and operations	Transition the passenger and light commercial fleet to zero emissions by 2030 and by 2035 for the heavy vehicle fleet	City Services
2.1.1 (2)	Undertake initiatives to achieve net zero emissions for City assets and operations	Reduce energy use in public lighting through renewal with highly efficient LED lights managed by smart controls	City Services
2.1.1 (3)	Undertake initiatives to achieve net zero emissions for City assets and operations	Implement electrification and energy efficiency improvements to reduce energy use in City buildings, including replacement of gas cooking equipment, gas domestic hot water systems and gas heating boilers	Chief Operations Office
2.1.1 (4)	Undertake initiatives to achieve net zero emissions for City assets and operations	Create, and then implement, a plan to reduce embodied carbon in our forward planned assets	Strategic Development and Engagement
2.1.2	Undertake initiatives to drive net zero emissions for buildings in the City of Sydney local area	Actively participate in industry groups committed to creating a market for low embodied carbon steel, concrete and aluminium	Strategic Development and Engagement
2.1.3 (1)	Support transition to zero emissions transport	Advocate to the Federal and NSW Governments on key transport emissions reduction (carbon emissions and local air quality) improvement opportunities	Strategic Development and Engagement
2.1.3 (2)	Support transition to zero emissions transport	Support more people walking, riding bicycles and catching zero emissions public transport	Chief Operations Office
2.1.3 (3)	Support transition to zero emissions transport	Advocate to the NSW Government for zero emissions buses	Chief Operations Office

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
2.1.3 (4)	Support transition to zero emissions transport	Advocate and work with key stakeholders to assist the transition to zero emission transport fleets	Chief Operations Office

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
2.2.1	Improve urban greening and canopy cover	Deliver tree planting programs to maximise urban canopy, reduce urban heat and improve community health and wellbeing	City Services
2.2.2	Improve habitat potential and biodiversity	Expand, improve and protect bush regeneration areas and habitat for native fauna in the City's parks and open spaces	City Services
2.2.3	Support participation in community greening	Support and promote the development of community gardens, footpath gardening, laneway greening, and sites maintained and managed by community groups	City Services

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
2.3.1 (1)	Minimise potable water use in the City's operation	Operate, maintain and enhance alternative water sources in our parks and ensure efficient irrigation, using non-potable water sources where possible	City Services
2.3.1 (2)	Minimise potable water use in the City's operation	Minimise potable water use in the City's operation through efficiency initiatives including water audits and utilising the leak detection framework	Chief Operations Office
2.3.2	Collaborate to support a water sensitive city	Implement extension of Green Square recycled water reticulation network	Chief Operations Office
2.3.3	Improve stormwater quality	Implement and renew pollution control devices and other stormwater systems to reduce stormwater pollution discharged to waterways	City Services

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
2.4.1 (1)	Reduce waste from City operations	Investigate and implement systems and innovations that increase reuse, recycling and recovery outcomes in our properties, events and operations	Chief Operations Office
2.4.1 (2)	Reduce waste from City operations	Engage with contracted service providers and other relevant stakeholders to improve data quality and reporting of strip out, properties waste and construction and demolition waste from City assets	Chief Operations Office
2.4.2	Apply sustainable procurement practices	Develop sustainable procurement approaches to be incorporated into our procurement planning and processes in relation to targeted categories	Finance and Procurement
2.4.3	Explore ways to establish a strong circular economy	Collaborate with government and industry to reduce waste and promote circular solutions through our sustainability partnerships	City Services
2.4.4	Advocate for funding and regulation for circular economy policies	Provide timely responses to relevant public consultations, participate in state and federal led engagement opportunities, and support regional groups in progressing agreed advocacy positions that promote and embed circular economy outcomes in our area	City Services
2.4.5 (1)	Promote and support actions to reduce waste sent to landfill by residents	Engage with and encourage the community to avoid, reduce and reuse waste	City Services
2.4.5 (2)	Promote and support actions to reduce waste sent to landfill by residents	Undertake planning for a food organics recycling service across the local area for residents	City Services
2.4.5 (3)	Promote and support actions to reduce waste sent to landfill by residents	Increase recycling and reuse opportunities for materials not accepted in kerbside recycling through innovative drop-off events and services for residents	City Services

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
2.4.6 (1)	Provide flexible cleansing and resource recovery services	Provide an efficient and effective domestic waste service that meets the needs of the community	City Services
2.4.6 (2)	Provide flexible cleansing and resource recovery services	Investigate options and solutions for tracking changes and growth in the use of our street litter bins and areas with recurring waste challenges	City Services

Objective 2.5 Our community has the capacity to understand climate risk, take action and collaborate for sustainable outcomes

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
2.5.1 (1)	Improve climate risk awareness	Create a framework that can be used to assess City services and assets for climate risk	Strategic Development and Engagement
2.5.1 (2)	Improve climate risk awareness	Embed consideration of climate change impacts on priority community groups into projects and programs	Strategic Development and Engagement
2.5.2 (1)	Deliver programs to improve environmental performance	Implement projects, programs and advocate to improve environmental performance in the commercial office sector	City Life
2.5.2 (2)	Deliver programs to improve environmental performance	Implement projects, programs and advocate to improve environmental performance in the accommodation and entertainment sector	City Life
2.5.2 (3)	Deliver programs to improve environmental performance	Implement projects, programs and advocate to improve environmental performance and resilience in the residential strata sector	City Life

Measures

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Undertake initiatives to achieve net zero emissions for City assets and operations	Total greenhouse gas emissions for the City of Sydney's operations	Tonnes CO2	↘	Chief Operations Office
Undertake initiatives to drive net zero emissions for buildings in the City of Sydney local area	City of Sydney local area greenhouse gas emissions (includes emissions from electricity, gas, refrigerants, transport and waste)	Tonnes CO2	Net zero by 2035 ↘	Strategic Development and Engagement
Undertake initiatives to drive net zero emissions for buildings in the City of Sydney local area	Reduction in City of Sydney local area greenhouse gas emissions (includes emissions from electricity, gas, refrigerants, transport and waste) 2006 baseline of 5,815,521 tCO2e	%	70% reduction by 2030	Strategic Development and Engagement
Undertake initiatives to drive net zero emissions for buildings in the City of Sydney local area	Environmental grants approved by the City of Sydney	\$ '000	-	City Life
Improve urban greening and canopy cover	New plants planted in City parks and street gardens	No	50,000	City Services
Improve urban greening and canopy cover	New and renewed public domain landscaping installed (nature strips, rain gardens, traffic treatments)	m2	9,000	City Services
Improve habitat potential and biodiversity	Area managed by the City of Sydney as native bush restoration	ha	13.5	City Services
Minimise potable water usage in the City's operation	Potable water use from the City of Sydney's operations 2006 baseline of 431,000 kL	kL	↘	Chief Operations Office

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Collaborate to support a water sensitive city	City of Sydney local area residential potable water use per person per day	Litres	204 litres by 2030	Strategic Development and Engagement
Collaborate to support a water sensitive city	Reduction in City of Sydney local area non-residential potable water use 2018/19 baseline of 2.32 litres/sqm/day	%	10% reduction by 2030	Strategic Development and Engagement
Reduce waste from City operations	Total waste collected from City of Sydney managed properties including aquatic centres	Tonnes	-	Chief Operations Office
Reduce waste from City operations	Source separated recycling of waste from City of Sydney managed properties including aquatic centres	%	60% by 2030	Chief Operations Office
Reduce waste from City operations	Resource recovery of waste from the City's parks, streets and public places	%	60% by 2030 70% by 2035	City Services
Promote and support actions to reduce waste sent to landfill by residents	City of Sydney local area residential waste collected	Tonnes	-	City Services
Promote and support actions to reduce waste sent to landfill by residents	City of Sydney local area residential waste collected per capita	Kg/Capita	↘	City Services
Promote and support actions to reduce waste sent to landfill by residents	Reduction in City of Sydney local area residential waste collected per capita 2023 baseline of 300.44 kg/capita	%	10% reduction by 2030 15% reduction by 2035	City Services
Promote and support actions to reduce waste sent to landfill by residents	Source separated recycling of City of Sydney local area residential waste	%	35% by 2030 40% by 2035	City Services

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Promote and support actions to reduce waste sent to landfill by residents	City of Sydney local area residential waste diversion rate	%	80% by 2030 90% by 2035	City Services
Provide flexible cleansing and resource recovery services	Garbage bins collected on time	%	-	City Services
Provide flexible cleansing and resource recovery services	Recycling bins collected on time	%	-	City Services
Provide flexible cleansing and resource recovery services	Garden organic bins collected on time	%	-	City Services
Provide flexible cleansing and resource recovery services	Bulky waste collected on time	%	-	City Services



Image 7. City of Sydney's first electric truck. Photo by Jennifer Leahy / City of Sydney

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 spaces. 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 character.

Objective 3.1 Aboriginal people's history and cultures, and truth-telling of this place, are evident in the public realm

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
3.1.1	Aboriginal and Torres Strait Islander people are influential in shaping the city	Develop a framework / strategy, in consultation with relevant stakeholders, to assist in planning the city to address and implement Connecting with Country principles	Chief Operations Office
3.1.2	Recognise and reflect Aboriginal and Torres Strait Islander cultures and history through naming places using Gadigal words	In consultation with the local Aboriginal community, work with the Geographical Names Board to officially adopt new names using local Aboriginal language and dual names that officially recognise traditional Aboriginal names	Strategic Development and Engagement
3.1.3 (1)	Foster mutual understanding and healing through truth-telling	Review of statues and monuments	Chief Operations Office
3.1.3 (2)	Foster mutual understanding and healing through truth-telling	Review symbols and emblems in Sydney Town Hall	City Life

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
3.2.1	Increase the number of welcoming, accessible and equitable public spaces	Continue to deliver public domain capital works projects that ensure event infrastructure is delivered	Chief Operations Office
3.2.2	Deliver public amenity services	Provide high-quality public domain cleansing service that meets the needs of the community	City Services

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
3.2.3 (1)	Deliver programs to ensure compliance with legislation and community safety	Maintain inspection programs to monitor legislative compliance in the areas of fire safety, building compliance, late night trading premises and public health	City Planning, Development and Transport
3.2.3 (2)	Deliver programs to ensure compliance with legislation and community safety	Conduct targeted patrols in the public domain to address illegal dumping, littering and other activity which is contrary to the provisions of the Protection of the Environment Operations Act	City Services
3.2.4	Shape the city's public spaces to meet community needs	Undertake periodic review of public domain design codes in the city	Chief Operations Office

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
3.3.1	Support artists' contributions to the cultural life of the city	Advocate for and support the delivery of public art in new developments and develop partnerships to enable delivery of public art projects and programs	Chief Operations Office

Objective 3.4 Physical and visual connections to the harbour are strengthened

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
3.4.1	Connect with the harbour foreshore	Staged implementation of Yananuralla through development and delivery of public art and other projects for the Eora Journey Recognition in the Public Domain Program	Chief Operations Office

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
3.5.1	Ensure equitable distribution and access to recreational facilities	Undertake review of the City's Open Space and Recreation Needs Study to inform future priorities and directions	Chief Operations Office
3.5.2	Equitably manage land under the care and control of the City of Sydney	Review the City's Plans of Management as required, ensuring that public space is managed in an equitable, inclusive, resilient and regenerative way	Chief Operations Office
3.5.3	Promote access to pools and sporting facilities	Deliver programs and services at pools, sporting facilities and community tennis courts that support inclusive participation, social connection and wellbeing	City Services



Image 8. Gunyama Park Aquatic Centre. Photo by Chris Southwood / City of Sydney

Measures

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Increase the number of welcoming, accessible and equitable public spaces	Road renewed/treated program	m2	30,000	City Services
Increase the number of welcoming, accessible and equitable public spaces	Footway dining in the village centres	m2	-	Chief Operations Office
Increase the number of welcoming, accessible and equitable public spaces	Footway dining in the city centre	m2	-	Chief Operations Office
Equitably manage land under the care and control of the City of Sydney	Green open space under the City of Sydney's care and control (excluding Civic spaces)	ha	-	City Services
Promote access to pools and sporting facilities	Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	90	City Services
Promote access to pools and sporting facilities	Attendances at aquatic and leisure centres	'000	-	City Services

Strategic direction 4: Design excellence and sustainable development

The city continues to grow sustainably and with good design. Communities are inclusive, socially connected, healthy and live in walkable well-served neighbourhoods supported by public transport. Places support economic activity and innovation. The impact of our changing climate is factored into the policies that influence development in the city.

Objective 4.1 The city's liveability is enhanced through well planned and designed development and public spaces

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
4.1.1	Create inclusive and accessible places that support community health, wellbeing and culture	Implement planning controls to support live performance, including through special entertainment precincts	City Planning, Development and Transport
4.1.2	Create places that are well-connected and reflect local character and heritage	Review planning controls for centres, high streets, heritage areas and other strategic precincts, and consider heritage listings	City Planning, Development and Transport
4.1.3	Deliver economic, environmental, social and cultural sustainability objectives through urban renewal	Develop and implement public domain plans and placemaking strategies for urban renewal areas as required	Chief Operations Office / City Services

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
4.2.1	Implement the Central Sydney Planning Strategy	Facilitate employment space and activity in line with the Central Sydney Planning Strategy	City Planning, Development and Transport
4.2.2	Plan for business, industry and economic opportunities	Conduct strategic studies and reviews to inform planning control amendments that protect and grow business, jobs and economic opportunities	City Planning, Development and Transport

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
4.3.1 (1)	Plan and deliver infrastructure that supports community wellbeing	Collaborate with development proponents to deliver new or upgraded public infrastructure aligned with new development	City Planning, Development and Transport
4.3.1 (2)	Plan for and deliver infrastructure that supports community wellbeing	Review contributions plans to support the delivery of infrastructure needed by new development	City Planning, Development and Transport

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
4.4.1	Enable design excellence through competitive processes	Facilitate competitive architectural design processes to achieve design excellence	City Planning, Development and Transport
4.4.2	Facilitate advice from expert panels	Facilitate the Design Panels to provide expert advice on major public projects, private development and public art proposals	Chief Operations Office
4.4.3	Influence other levels of government to ensure design excellence	Engage with government led urban renewal projects to deliver design excellence, high environmental performance and provide appropriate infrastructure	City Planning, Development and Transport

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
4.5.1	Development supports a healthy environment and community	Implement planning controls to increase greening and support biodiversity in development	City Planning, Development and Transport
4.5.2 (1)	Improve sustainability through better designed and operated buildings	Advocate for improvements to the National Construction Code to achieve net zero buildings by 2035	Strategic Development and Engagement
4.5.2 (2)	Improve sustainability through better designed and operated buildings	Implement planning controls for water efficiency, reduced stormwater impacts and to encourage solar panels	City Planning, Development and Transport
4.5.3	Increase resilience through well designed and planned development	Undertake studies and review floodplain management planning controls and other resilience related planning controls to manage risk and achieve good urban design outcomes	City Planning, Development and Transport

Measures

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Create places that are well-connected and reflect local character and heritage	Average time to determine 90% of footway applications	Days	35	City Planning, Development and Transport
Create places that are well-connected and reflect local character and heritage	Average time to determine 90% of DA applications	Days	55	City Planning, Development and Transport
Create places that are well-connected and reflect local character and heritage	Average processing time for construction certificates	Days	15	City Planning, Development and Transport
Create places that are well-connected and reflect local character and heritage	Average time to determine 90% of S4.55 applications	Days	40	City Planning, Development and Transport
Create places that are well-connected and reflect local character and heritage	Median (net) assessment time to determine DA & S4.55 applications	Days	45	City Planning, Development and Transport

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Create places that are well-connected and reflect local character and heritage	Outstanding DA & S4.55 applications over 100 days	%	20	City Planning, Development and Transport
Plan for business, industry and economic opportunities	Commercial development approved	m2	-	Strategic Development and Engagement
Plan for business, industry and economic opportunities	Commercial development completed	m2	-	Strategic Development and Engagement
Plan for and deliver infrastructure that supports community wellbeing	Investment on acquiring, developing, and enhancing infrastructure and assets in the City of Sydney local area	\$M	-	Finance and Procurement
Plan for and deliver infrastructure that supports community wellbeing	Voluntary Planning Agreements offers	No	-	City Planning, Development and Transport
Plan for and deliver infrastructure that supports community wellbeing	Voluntary Planning Agreements executed	No	-	City Planning, Development and Transport
Enable design excellence through competitive processes	Architectural design excellence competitions completed for proposed development in the City of Sydney local area	No	-	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	Delivery Program Action	Operational Plan Activity	Responsibility
5.1.1	Plan and implement public domain and public space programs	Ensure the needs of our diverse community are considered in the public domain master planning including transport and urban growth projects	Chief Operations Office
5.1.2 (1)	Advocate and plan for reallocation of street space	Support the implementation of the pedestrianisation of George Street and relevant city streets	Chief Operations Office
5.1.2 (2)	Advocate and plan for reallocation of street space	Manage the demand for kerbside space including parking to ensure there is equitable access to the constrained supply	City Services
5.1.3	Work with state government stakeholders to improve road safety and reduce traffic	Work in partnership with the NSW Government to reduce traffic speeds and volumes to keep people safe and reduce road trauma	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	Delivery Program Action	Operational Plan Activity	Responsibility
5.2.1	Promote public transport solutions	Advocate for extension of Metro West by 2030, including stations for at least Zetland and Central and light rail on Broadway, Oxford Street and to Green Square	Chief Operations Office

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
5.3.1 (1)	Improve walking safety, connectivity and amenity	Develop and oversee a program of pedestrian crossings to make walking safer and easier	City Services

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
5.3.1 (2)	Improve walking safety, connectivity and amenity	Deliver improvement works in the Central Business District and village centres, including the installation of smartpoles, upgraded and improved sustainable street lighting, traffic signals, street furniture and the installation of granite paving	City Services
5.3.1 (3)	Improve walking safety, connectivity and amenity	Implement priority public domain improvements from the walking strategy and action plan	City Services
5.3.2	Encourage and monitor walking participation	Implement a program of activities that removes barriers to walking by improving safety and connectivity for people walking	Chief Operations Office
5.3.3	Advocate to improve safety, amenity, connectivity and place for people walking	Work with the NSW Government to decrease waiting time and journey time for people walking in areas of high pedestrian activity in the local area	Chief Operations Office

Objective 5.4 More people ride more, as it's an attractive, convenient and safe option for everyday transport

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
5.4.1 (1)	Build and manage a network of safe, connected cycleways	Implement cycleways within our local area as per the future bike network approved by Council	Chief Operations Office
5.4.1 (2)	Build and manage a network of safe, connected cycleways	Improve bicycle safety, access and amenity through small scale infrastructure changes and improved on street facilities throughout the local area	City Services
5.4.2	Share our expertise and positively influence cycling improvements	Work with neighbouring councils, state and federal governments to implement a cycleway network across Sydney	Chief Operations Office
5.4.3	Encourage and monitor cycling participation	Encourage bicycle riding in our local area	Chief Operations Office

Objective 5.5 Freight, servicing and kerbside space is managed to support the efficient functioning of the city while improving the amenity of city spaces

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
5.5.1	Manage, plan and advocate for efficient freight and servicing	Work with the NSW Government and businesses to develop new and innovative solutions to freight and servicing, including more productivity from loading spaces and exploring higher-amenity options for “last mile” distribution	Chief Operations Office
5.5.2	Manage kerbside space	Ensure the Neighbourhood Parking Policy, Central Sydney on-street Parking Policy, Car Sharing Policy and kerbside allocation support city outcomes, such as the need for access for people with disabilities	Chief Operations Office

Measures

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Plan and implement public domain and public space programs	Streets across the City of Sydney local area with a speed limit of 40km/h or less	Km	↗	Chief Operations Office
Advocate and plan for reallocation of street space	Footway replaced by green verge in the City of Sydney local area	m2	2,000	City Services
Improve walking safety, connectivity and amenity	Transport-related projects (footpath widening, traffic calming measures, intersection upgrades, etc.)	No	10	City Services
Improve walking safety, connectivity and amenity	Footway renewed in the City of Sydney local area	m2	12,000	City Services
Improve walking safety, connectivity and amenity	New granite infill paving in the City of Sydney local area	m2	500	City Services
Encourage and monitor walking participation	Walking counts in the City of Sydney local area November 2021 baseline 503,442	No	↗	Chief Operations Office

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Build and manage a network of safe, connected cycleways	Separated cycleways in the City of Sydney local area December 2021 baseline 20,340.96m (20.3 km)	Km	↗	Chief Operations Office
Build and manage a network of safe, connected cycleways	New on-road cycleways provided in the City of Sydney local area	Km	2.6	Chief Operations Office
Encourage and monitor cycling participation	Cycling counts at key intersections around the City of Sydney Local Government Area March 2010 baseline of 19,152	No.	↗	Chief Operations Office
Encourage and monitor cycling participation	Growth in cycling activity at key intersections around the City of Sydney local area	%	↗	Chief Operations Office
Encourage and monitor cycling participation	Attendees at City of Sydney cycle safety courses	No	↗	Chief Operations Office
Manage kerbside space	Car share bookings in the City of Sydney local area	No	↗	Chief Operations Office



Image 9. Epsom Road cycleway. Photo by Damien Shaw / City of Sydney

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 Strengthen partnerships and relationships that enable shared decision making with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
6.1.1 (1)	Engage in partnerships to support self-determination and reconciliation	Ongoing implementation of the Stretch Reconciliation Action Plan	Strategic Development and Engagement
6.1.1 (2)	Engage in partnerships to support self-determination and reconciliation	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations acknowledging the Closing the Gap priority actions	Strategic Development and Engagement
6.1.1 (3)	Engage in partnerships to support self-determination and reconciliation	Support the community's aspirations for the use of the local Aboriginal knowledge and culture centre in Redfern	City Life

Objective 6.2 Everyone feels welcome and included in the city

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
6.2.1	Identify, advocate and where possible remove barriers to inclusion of people with disability	Implement the Inclusion Disability Action Plan	City Life
6.2.2	Position our libraries to support community needs	Deliver library services that promote lifelong learning, reflect community interests and represent the communities of the city	City Life
6.2.3	Deliver inclusive and accessible programs and services	Deliver cultural programs and services that are inclusive, affordable and have equitable access for all	City Life

Objective 6.3 Everyone has equitable access to participate in our economic growth and share in our prosperity

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
6.3.1	Collaborate and advocate for reform to improve economic outcomes for priority communities	Advocate to reduce income inequality for people on low incomes	Strategic Development and Engagement
6.3.2 (1)	Support increased employment and access to procurement	Implement the City's Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	People, Performance and Technology
6.3.2 (2)	Support increased employment and access to procurement	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy in consultation with Aboriginal and Torres Strait Islander stakeholders and staff	Finance and Procurement

Objective 6.4 Everyone is engaged and actively participates in the governance of their city

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
6.4.1	Involve people in decision making through our engagement program	Implement the Community Engagement Strategy to involve the community in the City's decision making processes for projects, strategies, policies and services	Strategic Development and Engagement
6.4.2	Provide inclusive and accessible information to the community	Provide updates on our policies, services, projects and programs through communications that reflect and reach the diverse communities of the city	Strategic Development and Engagement

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
6.5.1	Support access to technology and digital literacy skills	Deliver programs that grow digital literacy skills and promote free access to technology in community facilities	City Life

Objective 6.6 There is equitable access to education and learning opportunities, everyone can participate in a creative practice

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
6.6.1	Deliver education and learning opportunities	Ensure equitable and affordable community access to lifelong learning programs	City Life
6.6.1	Deliver education and learning opportunities	Provide education and care services and facilities across the local area.	City Life

Objective 6.7 A sustainable food system that provides access to safe and nutritious food

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
6.7.1 (1)	Support a more sustainable food system and equitable access to safe, nutritious food	Coordinate research and engagement on sustainable urban food systems to identify partners, future priorities, actions and delivery pathways	Strategic Development and Engagement
6.7.1 (2)	Support a more sustainable food system and equitable access to safe, nutritious food	Enable community responses to improve food access through grants, partnerships, and collaborations	City Life

Measures

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Position our libraries to support community needs	Active library memberships	No	-	City Life
Position our libraries to support community needs	Items accessed from City libraries (physical and digital)	'000	-	City Life
Position our libraries to support community needs	Attendance to City libraries	'000	-	City Life
Deliver inclusive and accessible programs and services	Passenger trips delivered by the community transport service for programs and/or events delivered or supported by the City	No	-	City Life

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Deliver inclusive and accessible programs and services	Rent concessions given by the City of Sydney through the accommodation grants program – leases for social initiatives	\$ '000	-	City Life
Deliver inclusive and accessible programs and services	Social grants approved by the City of Sydney	\$ '000	-	City Life
Deliver education and learning opportunities	Children supported through City operated education and care services	No	-	City Life
Deliver education and learning opportunities	Approved early education and care places in the City	No	↗	City Life
Deliver education and learning opportunities	Sessions of care provided at the City's education and care services	No	-	City Life
Deliver education and learning opportunities	Discounted and free sessions of care provided at the City's education and care services	No	↗	City Life
Support a more sustainable food system and equitable access to safe, nutritious food	Meals provided through the City's Meals on Wheels service	No	-	City Life
Support a more sustainable food system and equitable access to safe, nutritious food	Food support grants approved by the City of Sydney	\$	-	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 and support long term health and wellbeing. We work with communities, businesses, and other organisations to strengthen connections and networks, and the city is prepared and able to recover from most situations.

Objective 7.1 Communities are connected and socially cohesive

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
7.1.1	Strengthen social cohesion	Foster cross-cultural awareness, tolerance, and social connection among people from diverse cultural backgrounds through services, programs and events	City Life
7.1.2	Collaborate to address loneliness and social isolation	Support sectors of the community who are at risk of loneliness and isolation, including young people, older people, people of diverse sexualities and genders and intersex people, new migrants and international students	City Life

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
7.2.1 (1)	Provide inclusive, affordable and accessible community and cultural facilities	Deliver a diverse, inclusive and accessible range of affordable community programs, events and activities through community facilities	City Life
7.2.1 (2)	Provide inclusive, affordable and accessible community and cultural facilities	Ongoing upgrade of community and cultural facilities to provide equitable access for all and explore ways of making spaces more inclusive for people with invisible disability	Chief Operations Office
7.2.2	Support social connection and wellbeing	Collect, analyse and report data within the Community Indicators framework to identify wellbeing trends and to inform priority programs and services	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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
7.3.1 (1)	Embed climate risk and resilience considerations	Partner with regional governments, business and the community to implement the second Resilient Sydney Strategy for the Greater Sydney region	Strategic Development and Engagement
7.3.1 (2)	Embed climate risk and resilience considerations	Implement the City's Floodplain Management Policy and update floodplain management plans, and work collaboratively with asset owners and developers to fund and implement flood risk management plan actions, incorporating climate change scenarios	City Services
7.3.2 (1)	Support communities to build capacity and capability for resilience	Improve emergency preparedness in apartments and in priority communities	Strategic Development and Engagement
7.3.2 (2)	Support communities to build capacity and capability for resilience	Support communities beyond our local area and international communities experiencing emergency situations	Office of the CEO / Strategic Development and Engagement

Objective 7.4 The city economy is diversified to strengthen its resilience

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
7.4.1	Support diversity of business models	Invest in projects delivered through alternative business models that support equitable and inclusive economic development	Strategic Development and Engagement / City Life
7.4.2	Contribute to initiatives that support economic resilience	Contribute to metropolitan and state-wide strategic economic planning	Strategic Development and Engagement

Objective 7.5 People feel safe in the city

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
7.5.1	Collaborate to improve community safety	Work with police and other organisations to deter, detect, delay, and respond to incidents in the public domain	City Services
7.5.2	Embed the NSW Child Safe Standards	Ensure effective implementation of the NSW Child Safe Standards across our organisation	City Life
7.5.3 (1)	Deliver programs to improve community safety	Operate patrols to monitor legislative compliance and respond to complaints including but not limited to parking, development consents, unattended property, companion animals, noise and unlawful trading	City Services
7.5.3 (2)	Deliver programs to improve community safety	Deliver programs to reduce crime and improve actual and perceived community safety	City Life
7.5.3 (3)	Deliver programs to improve community safety	Improve safety for women and gender diverse communities by responding to and preventing gender-based violence	City Life
7.5.3 (4)	Deliver programs to improve community safety	Collaborate on a harm reduction approach to address the impacts of alcohol and other drugs in community	City Life

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
7.6.1	Empower and support community led solutions	Integrate community wealth building within our economic strategy and our operational activities	Strategic Development and Engagement
7.6.2	Support a strong Aboriginal and Torres Strait Islander community-controlled sector	Support local Aboriginal and Torres Strait Islander community needs and aspirations that are community controlled and self-determining through the City's grants and sponsorship program	City Life
7.6.3	Strengthen young people's civic engagement	Deliver youth civic engagement programs	City Life

Measures

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Provide inclusive, affordable and accessible community and cultural facilities	Bookings of City Spaces facilities and venues at community or reduced rates or through a fee waiver	%	-	City Life
Provide inclusive, affordable and accessible community and cultural facilities	Overall attendance at City Spaces	No	-	City Life
Deliver programs to improve community safety	People attending community safety events / programs	No	-	City Life
Deliver programs to improve community safety	Community safety program participants who report an increase skills or knowledge	%	-	City Life
Deliver programs to improve community safety	Community safety program participants who know where to get help if they need it	%	-	City Life
Support a strong Aboriginal and Torres Strait Islander community-controlled sector	Suppliers engaged by the City of Sydney who identify themselves as Aboriginal and Torres Strait Islander	No		Finance and Procurement
Support a strong Aboriginal and Torres Strait Islander community-controlled sector	City of Sydney spend with Aboriginal and Torres Strait Islander businesses	\$'000	\$2.4m	Finance and Procurement
Support a strong Aboriginal and Torres Strait Islander community-controlled sector	Grants approved by the City of Sydney to Aboriginal and Torres Strait Islander people, groups and organisations	\$'000	-	City Life

Strategic direction 8: A thriving cultural life

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

Objective 8.1 Aboriginal and Torres Strait Islander peoples and their cultural practices are valued and supported

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
8.1.1	Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural recognition	Commission a series of public artworks to deliver the Eora Journey: Recognition in the Public Domain program, as part of the City Art Public Art program	Chief Operations Office

Objective 8.2 We value our cultural life and champion our creative industries

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
8.2.1	Enable artists to participate in shaping our city	Deliver the City Art public art program by commissioning temporary and permanent public art works and maintaining, conserving and communicating the City Art Public Art Collection	Chief Operations Office
8.2.2	Invest in local creation and production	Provide opportunities through our cultural funding and programs to increase creative participation, enhance creativity in the public domain and strengthen the local cultural and creative economy	City Life
8.2.3	Reinforce Sydney as an innovative, creative, global city	Produce an annual program of events and festivals that showcase local stories and talent internationally, champions local cultural production, and actively engages with local communities	City Life
8.2.4	Share Sydney's stories and history	Share Sydney's stories and history through our history and civic collection programs	City Life
8.2.5	Educate, connect with and engage the community	Deliver an inclusive, welcoming cultural program within City operated cultural venues	City Life
8.2.6 (1)	Support the creative sector	Undertake research to support the creative sector to advocate for and address identified needs	Strategic Development and Engagement

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
8.2.6 (2)	Support the creative sector	Contribute to local and international cultural networks to gain insights that benefit local culture	Strategic Development and Engagement

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
8.3.1	Enable creative and cultural organisations and operators to locate in Sydney	Deliver programs that support cultural organisations and creative businesses to employ creative workers	City Life

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
8.4.1	Engage diverse cultural workers and connect with diverse audiences	Deliver cultural programs and events that represent the cultural and social diversity of the community	City Life
8.4.2	Encourage greater diversity in creative workforce and leadership	Provide support to a range of cultural groups that reflect the diversity of our communities	City Life

8.5 There is an increased supply of accessible creative space

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
8.5.1	Encourage investment in new creative space	Investigate and advocate for innovative partnerships, financing models and revenue streams to support the delivery of new cultural infrastructure at scale	Strategic Development and Engagement
8.5.2	Retain and increase the supply of creative space in City of Sydney properties	Deliver affordable space to the creative sector in City owned properties	Strategic Development and Engagement / City Life
8.5.3	Enable cultural infrastructure through planning policies	Support, monitor and evaluate the delivery of cultural space incentivised by the Oxford Street planning controls	City Planning, Development and Transport / Strategic Development and Engagement

Measures

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Invest in local creation and production	Cultural grants approved by the City of Sydney (excluding major events)	\$ '000	-	City Life
Invest in local creation and production	Cultural grants approved by the City of Sydney to Aboriginal and Torres Strait people, groups and organisations (excluding major events)	\$	-	City Life
Invest in local creation and production	Creative personnel supported by City of Sydney programs	No	-	City Life
Retain and increase the supply of creative space in City of Sydney properties	Creative organisations in creative spaces supported by the City of Sydney	No	-	City Life
Retain and increase the supply of creative space in City of Sydney properties	Rent concessions given by the City through the accommodation grants program – leases for cultural initiatives	\$ '000	-	City Life



Image 10. Qtopia Sydney. Photo by Abril Felman / City of Sydney

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 resulting in transformation across all industries. Wealth and benefits are shared equitably.

Objective 9.1 An expanding innovation economy supports Sydney's future prosperity

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
9.1.1	Collaborate to develop and promote sector specialisation and clustering	Work collaboratively with the NSW Government, other agencies and organisations to drive place-based innovation including Tech Central	Strategic Development and Engagement
9.1.2 (1)	Collaborate to position Sydney as an innovative global city	Work collaboratively with relevant organisations to help promote Sydney to potential investors, global companies, entrepreneurs, researchers and talent	Strategic Development and Engagement / City Life
9.1.2 (2)	Collaborate to position Sydney as an innovative global city	Foster a culture of entrepreneurship through knowledge sharing, festivals, network building and active promotion of experimentation	City Life
9.1.3	Support local businesses to transform and adopt new technologies and innovations	Deliver and support free capacity building programs for businesses and tech startups that encourage innovation, diversification, and adoption of new technologies across emerging and priority sectors	City Life

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
9.2.1	Encourage and promote innovation and commercialisation of research	Encourage innovation and business sector growth in green and sustainable industries, including through Greenhouse Climate Tech Hub	City Life
9.2.2 (1)	Promote and support development of key local net zero and circular economies	Explore opportunities to position Sydney as a regional hub for sustainable finance, in collaboration with the NSW Government, Australian Sustainable Finance Initiative, and other key stakeholders	Strategic Development and Engagement

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
9.2.2 (2)	Promote and support development of key local net zero and circular economies	Facilitate the growth of net zero or circular economy markets to provide greater business opportunities and reduce costs	Strategic Development and Engagement
9.2.2 (3)	Promote and support development of key local net zero and circular economies	Build the capacity of local business to adapt their operations and benefit from the transition to a net zero and circular economy future	Strategic Development and Engagement

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
9.3.1	Collect, analyse and share data	Provide demographic and economic development information to enable enhanced community decision making	Strategic Development and Engagement
9.3.2	Support Indigenous enterprises, social enterprises and for-purpose businesses	Implement the Eora Journey Economic Development Plan by engaging with Aboriginal and Torres Strait Islander businesses to facilitate and deliver access to appropriate funding, space, skills development programs and employment opportunities	Strategic Development and Engagement

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
9.4.1	Encourage activation of places and precincts	Activate local precincts through fostering collaboration within the business community and investment in year-round creative programming	City Life
9.4.2	Advocate to support nightlife and entertainment	Monitor planning and regulatory frameworks and engage with the NSW Government to support nightlife and entertainment	Strategic Development and Engagement
9.4.3 (1)	Support and promote the experience economy	Invest in, support and promote festivals and events that attract local and global audiences which contribute to Sydney's vibrancy and economy	City Life

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
9.4.3 (2)	Support and promote the experience economy	Collaborate with relevant visitor economy peak bodies and agencies to rebuild and promote the visitor economy, with particular focus on Sydney experiences, tourism and international education	Strategic Development and Engagement
9.4.3 (3)	Support and promote the experience economy	Develop and deliver tourist information services to meet visitor requirements	People, Performance and Technology
9.4.3 (4)	Support and promote the experience economy	Enhance Sydney's reputation as a global study destination by providing opportunities for students to participate in all aspects of city life	Strategic Development and Engagement

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
9.5.1 (1)	Promote economic activity and distinct and diverse local places	Support the implementation of the Oxford Street LGBTIQA+ Place Strategy	Strategic Development and Engagement / City Life
9.5.1 (2)	Promote economic activity and distinct and diverse local places	Support the implementation of the Haymarket and Chinatown Place Strategy	City Life / City Planning, Development and Transport
9.5.1 (3)	Promote economic activity and distinct and diverse local places	Facilitate the assessment, approval and installation of infrastructure for eligible businesses for on-street alfresco dining	City Planning Development and Transport
9.5.1 (4)	Promote economic activity and distinct and diverse local places	Support place-based approaches to promote the growth of thriving local places and economies	City Life
9.5.2	Diversify our economy	Support development of diverse, inclusive, and sustainable 24-hour places in collaboration with local stakeholders and the NSW Government	City Life

Measures

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Support local businesses to adopt new technologies and innovations	Economic grants approved by the City of Sydney	\$ '000	-	City Life
Collect, analyse and share data	Turnover of the core night-time economy (food, drink & entertainment businesses)	\$'000	-	Strategic Development and Engagement
Support and promote the experience economy	Economic impact of business events and conferences secured	\$M	↗	City Life
Support and promote the experience economy	Grants approved by the City of Sydney for major events and festivals	\$ '000	-	City Life
Support and promote the experience economy	Domestic visitors – average number of nights stayed in City of Sydney local area	No	-	Strategic Development and Engagement
Support and promote the experience economy	International visitors - average number of nights stayed in City of Sydney local area	No	-	Strategic Development and Engagement
Support and promote the experience economy	International visitors – staying overnight in the City of Sydney local area	No	-	Strategic Development and Engagement
Support and promote the experience economy	International students studying in the local area	No	-	Strategic Development and Engagement
Support and promote the experience economy	Sydney's position on the Global Destination Sustainability Index	No	-	Strategic Development and Engagement

Strategic direction 10: Housing for all

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

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
10.1.1 (1)	Work with others to improve systems and reduce homelessness	Advocate for innovative responses, and build the capacity of non-government services and the community to contribute to preventing and reducing homelessness	City Life
10.1.1 (2)	Work with others to improve systems and reduce homelessness	Partner and support the delivery and coordination of services to link people sleeping rough with services and support	City Life
10.1.2	Monitor trends in inner city homelessness and services	Monitor patterns of homelessness, and services available for people sleeping rough to identify gaps and trends	City Life

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
10.2.1	Support initiatives for safe neighbourhoods	Provide and support community capacity building initiatives in social housing neighbourhoods	City Life
10.2.2	Collaborate with partner agencies to support social housing residents	Work in partnership to enhance the safety, liveability and amenity of social housing communities and properties	City Life
10.2.3	Support people during urban renewal projects	Support communities to participate in social housing redevelopment projects	Strategic Development and Engagement / City Life
10.2.4	Advocate to increase supply, mix and quality of social and affordable housing	Advocate to ensure that the renewal of the housing estates are well planned and deliver improved social housing outcomes	City Planning, Development and Transport

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

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
10.3.1 (1)	Encourage others to supply affordable rental and diverse housing	Review the local housing strategy following the release of NSW Government's Region and District Plan to identify opportunities to support the delivery of affordable rental and diverse housing by others.	City Planning, Development and Transport
10.3.1 (2)	Encourage others to supply affordable rental and diverse housing	Support state and federal governments, the community housing sector and the private sector to increase the supply of affordable rental and diverse housing across the local government area.	City Planning, Development and Transport
10.3.2	Facilitate supply of affordable rental housing through planning controls	Facilitate affordable rental housing through the planning system	City Planning, Development and Transport

Objective 10.4 Our city has a mix of housing accommodating diverse and growing communities

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
10.4.1	Facilitate supply of a diverse range of housing	Monitor the quantity of private residential and non-private residential development in the city by development phase	Strategic Development and Engagement

Objective 10.5 There is an increased supply of culturally appropriate and self-determined housing for Aboriginal and Torres Strait Islander peoples

Ref	Delivery Program Action	Operational Plan Activity	Responsibility
10.5.1 (1)	Support the delivery of improved housing outcomes for Aboriginal and Torres Strait Islander communities	Explore opportunities to support community housing providers and NSW government to deliver more culturally appropriate social and affordable rental housing for Aboriginal and Torres Strait Islander peoples	City Planning, Development and Transport
10.5.1 (2)	Support the delivery of improved housing outcomes for Aboriginal and Torres Strait Islander communities	Support Aboriginal and Torres Strait Islander housing providers to deliver self-determined housing outcomes	City Planning, Development and Transport / Chief Operations Office

Measures

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Work with others to improve systems and reduce homelessness	People assisted to exit homelessness into long term housing as a result of a program supported by the City of Sydney	No	-	City Life
Work with others to improve systems and reduce homelessness	People prevented from becoming homeless through City of Sydney supported brokerage program	No	-	City Life
Monitor trends in inner city homelessness	People sleeping rough in the City of Sydney local area on the night of the annual street count	No	-	City Life
Monitor trends in inner city homelessness	People in crisis or short term accommodation in the City of Sydney local area on the night of the annual street count	No	-	City Life
Advocate to increase supply, mix and quality of social and affordable housing	Social housing dwellings in the City of Sydney local area	No	-	Strategic Development and Engagement

Delivery Program Action	Measure description	Unit	Target / Trend	Responsibility
Facilitate supply of affordable rental housing through planning controls	Affordable rental and / or diverse housing dwellings in the City of Sydney local area	No	-	City Planning, Development and Transport
Facilitate supply of a diverse range of housing	Grants approved by the City of Sydney to support affordable and diverse housing and address homelessness	\$ '000	-	City Life
Facilitate supply of a diverse range of housing	New dwellings approved in the City of Sydney local area	No.	-	City Planning, Development and Transport
Facilitate supply of a diverse range of housing	Private (self contained) dwellings in the City of Sydney local area Baseline 121,725 June 2021	No	156,000 by 2036	Strategic Development and Engagement
Facilitate supply of a diverse range of housing	Non private dwellings (boarding houses, student accommodation, residential aged care services) in the City of Sydney local area Baseline 15,127 June 2021	No	17,500 by 2036	Strategic Development and Engagement
Facilitate supply of a diverse range of housing	Private dwellings that are social housing in the City of Sydney local area Baseline 8.0% June 2021	%	7.5% by 2050	Strategic Development and Engagement
Facilitate supply of a diverse range of housing	Private (self contained) dwellings that are affordable rental and / or diverse housing dwellings in the City of Sydney local area Baseline 1.1% June 2021	%	7.5% by 2050	City Planning, Development and Transport

4. Evaluation

Measuring progress

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 is monitored together with a range of sustainability indicators for the community and city as a whole. A State of our city report is prepared for each incoming council which outlines our progress against the community strategic plan, and how effective we have been in delivering social, environmental, economic and civic leadership objectives over

the term of the previous council. Additionally, our community strategic plan includes 10 targets to monitor our progress.

The delivery program and operational plan are monitored through half-yearly, annual and whole of council term progress 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. This 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

10 Targets to measure progress

- 1 **By 2035 we will achieve net zero emissions** in the City of Sydney local area.
- 2 **By 2050 there will be a minimum overall green cover of 40%**, including 27% tree canopy cover in our local area.
- 3 **By 2030 residential potable water use will be reduced to 204 litres a person a day** in the City of Sydney local area. Non-residential potable water use will be reduced by 10% from 2018/19 levels.
- 4 **By 2035 there will be a 15% reduction in waste generated** by each person in the local area based on 2023 levels. And by 2035 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.
- 5 **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.
- 6 **By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings** in the local area that include boarding houses and student accommodation. Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable rental and diverse housing with these proportions maintained into the future.
- 7 **By 2036 new cultural production floor space** in the City of Sydney local area will have increased **at least 40,000m²** from 1,212,900m² in 2017.
- 8 **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.
- 9 **By 2030 every resident** in the local area **will be around a 10-minute walk** to what they need for daily life.
- 10 **By 2050 community cohesion and social interaction will have increased** in the local area. This is based on at least 75% of the local resident population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours.

Assessment methods

This plan includes a range of measures within each strategic direction to help us determine the effectiveness of the activities undertaken and to support delivery of our 4 year delivery program. Progress reporting to council includes:

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

Measures

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

There are 2 reasons for this:

- It is not always appropriate to set targets, as some measures are not controllable by the City but they may be useful to plot trends or demands that impact performance.
- 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 7. Plan, do, check, act process diagram

Community wellbeing indicators

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

Community indicators are used to develop social, cultural, environmental, governance and economic policy. They are sourced from a range of primary research efforts, such as our own surveys, monitors, and records, and secondary sources such as the Australian Bureau of Statistics Census and NSW Health surveys.

Updates are collected on an ongoing basis. Data are compared against initial or 'baseline' measures and analysed for change over time.

The City published a community wellbeing indicators report in 2024 with two main functions:

- Taking an evidence-based approach to monitor changing trends and issues affecting the community over time, to inform policy development and service provision planning.
- Acting as a source-book, highlighting primary datasets we manage, and linking readers to the widely-distributed secondary sources used.

The 2024 community wellbeing indicators report can be found on the City's website here:

<https://www.cityofsydney.nsw.gov.au/research-reports/community-indicators-report>



Image 11. Cover page of the August 2024 Community Wellbeing indicators report

5. Statement of revenue policy

Budget and financial schedules

The City has produced a number of financial reports to illustrate its plans and commitments over the 10 year horizon of the Long Term Financial Plan.

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

Income and Expenditure (Income Statement)

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

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

Scenario modelling

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

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

Additional income and expenditure reports 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 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 asset enhancement programs, asset renewal programs and a capital contingency sum.

A listing of individual projects budgeted at more than \$5 million is also provided.

Balance sheet (Statement of financial position)

The balance sheet reflects the City's financial assets, liabilities and equity over the 10 year planning horizon. 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 and investment balances.

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

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 LTFP.

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

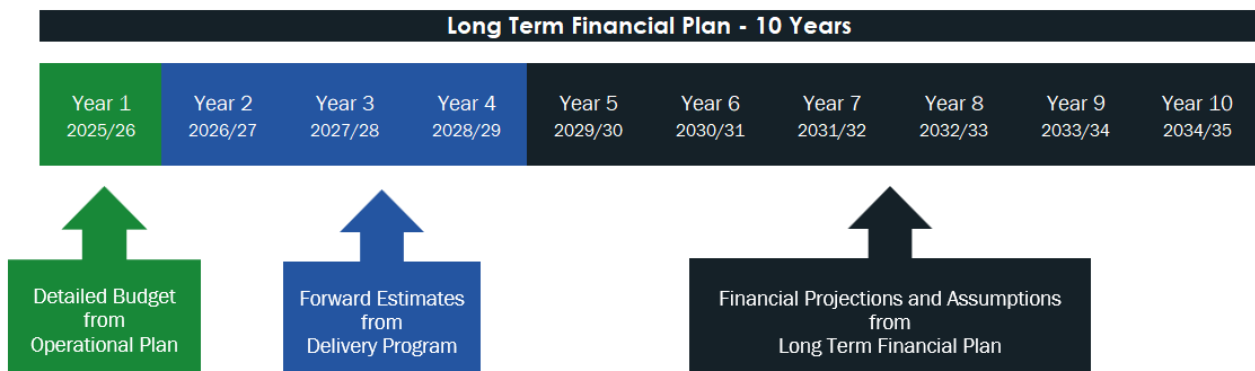


Figure 8. Long term financial plan – 10 year timeframe

City of Sydney
Income Statement

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

Budgeted Income Statement

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

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

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

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

City of Sydney

Detailed Income and Expenditure

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

City of Sydney

Detailed Income and Expenditure

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

City of Sydney**Detailed Income and Expenditure**

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

City of Sydney

Operating Budget

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

	2025/26			2026/27	2027/28	2028/29	4 Year Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total	
	\$M	Income	Expenditure	Op Surplus / (Deficit)	Operating Surplus / (Deficit)			Op Surplus / (Deficit)	Operating Surplus / (Deficit)						Op Surplus / (Deficit)
Chief Executive Office		0.0	11.5	(11.5)	(11.9)	(12.3)	(12.7)	(48.4)	(13.0)	(13.4)	(13.8)	(14.3)	(14.7)	(15.1)	(132.8)
Office of the Lord Mayor		0.0	4.6	(4.6)	(4.8)	(4.9)	(5.1)	(19.4)	(5.2)	(5.4)	(5.5)	(5.7)	(5.9)	(6.1)	(53.2)
Secretariat		0.0	2.0	(2.0)	(2.1)	(2.1)	(2.2)	(8.4)	(2.3)	(2.3)	(2.4)	(2.5)	(2.5)	(2.6)	(23.0)
Councillor Support		0.0	3.1	(3.1)	(3.2)	(3.3)	(3.4)	(13.0)	(3.5)	(3.6)	(3.7)	(3.8)	(3.9)	(4.1)	(35.7)
Chief Executive Office		0.0	1.8	(1.8)	(1.9)	(1.9)	(2.0)	(7.6)	(2.1)	(2.1)	(2.2)	(2.2)	(2.3)	(2.4)	(21.0)
Legal & Governance		0.0	14.0	(14.0)	(14.5)	(15.0)	(17.3)	(60.9)	(16.2)	(16.8)	(17.4)	(19.8)	(18.7)	(19.4)	(169.0)
Risk Management & Governance		0.0	5.3	(5.3)	(5.5)	(5.8)	(6.1)	(22.7)	(6.4)	(6.7)	(7.0)	(7.3)	(7.7)	(8.0)	(65.7)
Legal Services		0.0	7.8	(7.8)	(8.1)	(8.3)	(8.5)	(32.7)	(8.8)	(9.1)	(9.3)	(9.6)	(9.9)	(10.2)	(89.6)
Internal Audit		0.0	0.9	(0.9)	(0.9)	(0.9)	(1.0)	(3.7)	(1.0)	(1.0)	(1.1)	(1.1)	(1.1)	(1.2)	(10.1)
Council Elections		0.0	0.0	(0.0)	(0.0)	(0.0)	(1.8)	(1.8)	(0.0)	(0.0)	(0.0)	(1.8)	(0.0)	(0.0)	(3.6)
Chief Operations Office		92.0	88.4	3.7	2.6	(9.9)	(10.6)	(14.3)	(11.8)	(13.0)	(12.5)	(11.0)	(11.1)	(11.6)	(85.3)
Chief Operations Office		0.0	0.8	(0.8)	(0.8)	(0.9)	(0.9)	(3.4)	(0.9)	(1.0)	(1.0)	(1.0)	(1.0)	(1.1)	(9.4)
City Property		91.9	67.7	24.2	23.4	11.5	11.4	70.5	10.8	10.2	11.4	13.6	14.1	14.4	145.2
Development & Strategy		0.0	2.7	(2.7)	(2.8)	(2.9)	(3.0)	(11.3)	(3.0)	(3.1)	(3.2)	(3.3)	(3.4)	(3.5)	(31.0)
Professional Services		0.0	4.5	(4.5)	(4.7)	(4.8)	(4.9)	(18.9)	(5.0)	(5.1)	(5.2)	(5.4)	(5.5)	(5.6)	(50.8)
City Design		0.0	6.2	(6.2)	(6.4)	(6.6)	(6.8)	(26.1)	(7.0)	(7.2)	(7.4)	(7.7)	(7.9)	(8.1)	(71.4)
City Projects		0.0	1.1	(1.1)	(1.2)	(1.2)	(1.2)	(4.7)	(1.2)	(1.3)	(1.3)	(1.3)	(1.4)	(1.4)	(12.6)
Green Square		0.0	0.6	(0.6)	(0.6)	(0.7)	(0.7)	(2.6)	(0.7)	(0.7)	(0.7)	(0.8)	(0.8)	(0.8)	(7.1)
City Access & Transport		0.1	4.2	(4.2)	(3.9)	(4.0)	(4.1)	(16.1)	(4.2)	(4.3)	(4.5)	(4.6)	(4.7)	(4.9)	(43.3)
Project Management Office		0.0	0.4	(0.4)	(0.4)	(0.4)	(0.5)	(1.8)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(4.8)
People Performance & Technology		3.5	63.1	(59.5)	(61.5)	(63.3)	(65.2)	(249.6)	(67.2)	(69.3)	(71.4)	(73.5)	(75.8)	(78.1)	(684.7)
Customer Service		3.4	8.7	(5.3)	(5.5)	(5.7)	(5.8)	(22.3)	(6.0)	(6.2)	(6.4)	(6.6)	(6.8)	(7.0)	(61.2)
People & Culture		0.0	10.2	(10.2)	(10.5)	(10.8)	(11.2)	(42.7)	(11.5)	(11.8)	(12.2)	(12.6)	(12.9)	(13.3)	(117.0)
Work Health & Safety		0.0	3.0	(3.0)	(3.1)	(3.2)	(3.3)	(12.7)	(3.4)	(3.5)	(3.6)	(3.7)	(3.9)	(4.0)	(34.9)
People Performance & Technology		0.0	1.2	(1.2)	(1.3)	(1.3)	(1.4)	(5.2)	(1.4)	(1.4)	(1.5)	(1.5)	(1.6)	(1.6)	(14.3)
Business & Service Improvement		0.0	1.5	(1.5)	(1.5)	(1.5)	(1.6)	(6.1)	(1.6)	(1.7)	(1.7)	(1.8)	(1.9)	(1.9)	(16.8)
Data & Information Management Services		0.0	10.2	(10.2)	(10.5)	(10.8)	(11.1)	(42.6)	(11.5)	(11.8)	(12.2)	(12.5)	(12.9)	(13.3)	(116.9)
Technology & Digital Services		0.1	28.3	(28.2)	(29.1)	(29.9)	(30.8)	(118.0)	(31.8)	(32.7)	(33.7)	(34.8)	(35.8)	(36.9)	(323.7)
City Life		25.8	113.6	(87.8)	(95.3)	(90.6)	(92.5)	(366.2)	(94.7)	(96.6)	(98.0)	(100.5)	(100.0)	(102.7)	(958.6)
Creative City		1.1	38.3	(37.2)	(38.4)	(39.4)	(39.5)	(154.5)	(40.7)	(42.0)	(43.2)	(44.5)	(45.9)	(47.3)	(418.1)
Grants & Sponsorship		0.1	27.0	(26.9)	(32.6)	(26.4)	(27.8)	(113.8)	(28.1)	(28.0)	(27.3)	(27.6)	(25.0)	(25.3)	(275.0)
Venue Management		14.8	12.3	2.5	2.6	2.6	2.8	10.5	2.9	3.0	3.0	3.1	3.2	3.3	29.0
Social City		9.3	25.7	(16.4)	(16.8)	(17.1)	(17.5)	(67.7)	(18.0)	(18.6)	(19.1)	(19.6)	(20.2)	(20.8)	(184.1)
City Business & Safety		0.0	5.2	(5.2)	(5.3)	(5.2)	(5.2)	(21.0)	(5.4)	(5.6)	(5.7)	(5.9)	(6.1)	(6.3)	(55.9)
City Life Management		0.0	2.4	(2.4)	(2.5)	(2.6)	(2.6)	(10.1)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(3.2)	(27.8)
Sustainability Programs		0.4	2.6	(2.3)	(2.4)	(2.4)	(2.5)	(9.6)	(2.6)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(26.6)
Strategic Development & Engagement		0.8	22.4	(21.6)	(22.3)	(23.0)	(24.6)	(91.4)	(24.3)	(24.6)	(25.4)	(26.2)	(28.1)	(27.8)	(247.8)
City Communications		0.0	10.5	(10.5)	(10.8)	(11.2)	(11.4)	(43.9)	(11.7)	(12.1)	(12.5)	(12.8)	(13.2)	(13.6)	(119.8)
Strategy & Urban Analytics		0.0	4.1	(4.1)	(4.2)	(4.3)	(5.5)	(18.1)	(4.6)	(4.7)	(4.9)	(5.0)	(6.2)	(5.3)	(48.8)
Resilient Sydney		0.8	1.4	(0.6)	(0.7)	(0.7)	(0.8)	(2.8)	(0.8)	(0.5)	(0.5)	(0.6)	(0.6)	(0.6)	(6.4)

City of Sydney

Operating Budget

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

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

City of Sydney

Summary of income and expenditure by Principal Activity

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

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

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

City of Sydney
Balance Sheet

	\$'M	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
ASSETS											
Current Assets											
Cash and Investments		717.1	641.0	552.0	444.0	357.1	288.6	287.8	268.0	265.2	261.5
Receivables		69.6	70.7	70.6	70.9	71.8	72.7	73.9	75.2	76.4	77.6
Contract and Contract Cost Assets		16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7
Inventory		0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Other Assets		11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Total Current Assets		814.8	739.8	650.8	543.0	457.0	389.5	389.8	371.3	369.7	367.2
Non Current Assets											
Capital Works, Infrastructure, Investment Properties and P&A		14,823.4	14,984.1	15,165.8	15,352.1	15,521.3	15,665.4	15,751.8	15,856.3	15,956.1	16,059.7
Total Non-Current Assets		14,823.4	14,984.1	15,165.8	15,352.1	15,521.3	15,665.4	15,751.8	15,856.3	15,956.1	16,059.7
TOTAL ASSETS		15,638.3	15,723.9	15,816.6	15,895.1	15,978.3	16,054.8	16,141.6	16,227.7	16,325.8	16,426.9
LIABILITIES											
Current Liabilities											
Payables		118.6	120.8	125.7	121.2	120.7	112.0	111.4	112.4	117.2	119.6
Provisions		177.5	171.6	149.5	149.7	153.8	156.0	156.4	159.0	161.7	163.1
Total Current Liabilities		296.1	292.4	275.2	270.9	274.5	268.0	267.9	271.3	278.9	282.7
Non Current Liabilities											
Provisions		33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3
Total Non-Current Liabilities		33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3
TOTAL LIABILITIES		329.4	325.7	308.5	304.2	307.8	301.3	301.1	304.6	312.2	316.0
EQUITY											
Equity		15,308.9	15,398.3	15,508.1	15,590.8	15,670.5	15,753.6	15,840.5	15,923.1	16,013.6	16,111.0
TOTAL EQUITY		15,308.9	15,398.3	15,508.1	15,590.8	15,670.5	15,753.6	15,840.5	15,923.1	16,013.6	16,111.0

City of Sydney
Capital Works Expenditure Summary

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

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

Operational Plan 2025/26

City of Sydney
Capital Works Individual Projects > \$5M

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

City of Sydney
Capital Works Individual Projects > \$5M

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

City of Sydney
Capital Works Individual Projects > \$5M

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

City of Sydney
Cash Flow Forecast

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

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

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

City of Sydney

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

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

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

Summary of Expenditure - 2025/26

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

Notes on Commercial Activities and Revenue Policy

Statement of Business or Commercial Activities

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

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

Revenue Policy - Charges for Works Carried out on Private Land

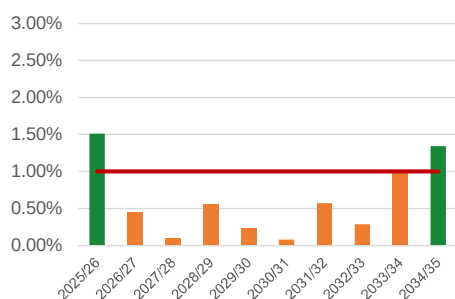
Council does not generally carry out works on private land, however if Council were required to undertake such works (e.g. the construction of a private road), then the works would be charged at the appropriate commercial rate.

City of Sydney**OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS**

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

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

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

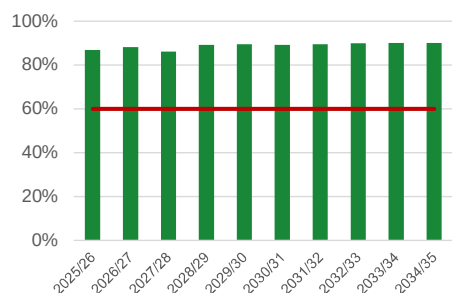
Sustainability**Operating Performance Ratio**

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

Operating Revenue (excluding Capital Grants & Contributions)

Operating Performance is projected to exceed benchmark over the life of the Long Term Financial Plan.

Higher affordable housing grant expenses are expected in the earlier years of the plan, along with operational project and transition costs that are anticipated during delivery of Town Hall Square, placing pressure on the operating performance ratio. In addition, 2028/29 and 2032/33 are election years, which has a slight unfavourable impact on the ratio result due to additional expenses incurred in running local government elections.

Own Source Revenue

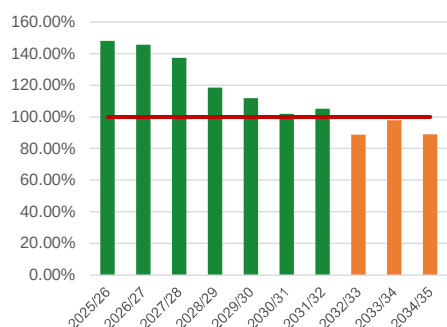
Total continuing operating revenue (excluding all grants and contributions)

Total Operating Revenue

(including all 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.

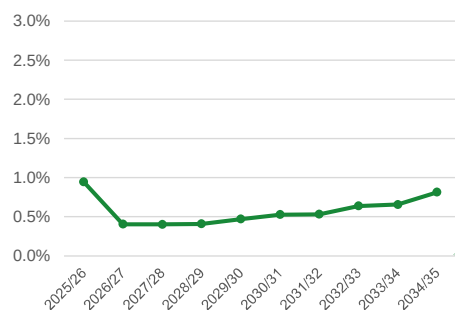
Substantial renewal works are planned for the earlier years of the plan, driven (in part) by strategic upgrade works that deliver a renewal benefit to assets. Underlying recurrent renewal programs focus on prioritising end-of-life assets for renewal and/or replacement.

City of Sydney

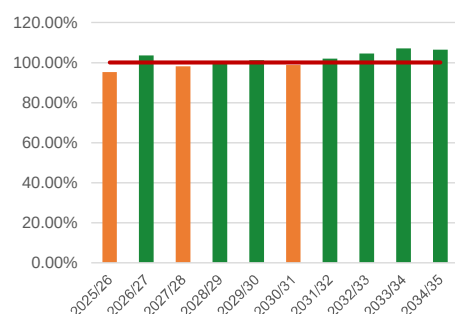
OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS

Infrastructure and Service Management

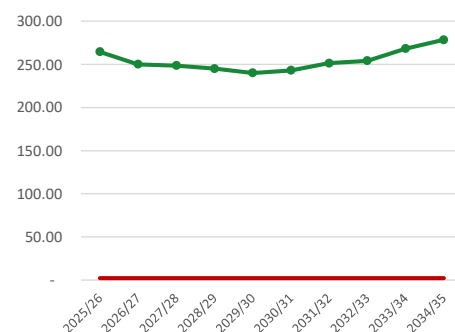
Infrastructure Backlog Ratio



Asset Maintenance Ratio

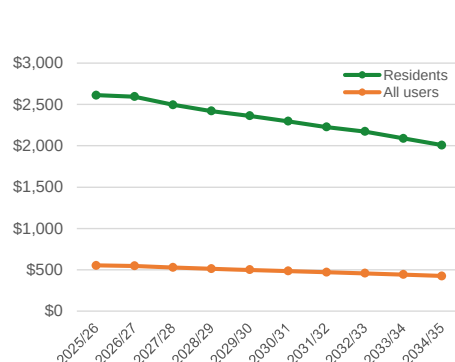


Debt Service Ratio



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. 95% or higher of required levels). The slightly lower ratio results in the earlier years of the Long Term Financial Plan are reflective of higher (capital) renewal works. Conversely, the slight increase over the life of the plan partially offsets the easing renewal activity in later years.

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

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

Operating Results before Interest and Depreciation Expense (EBITDA)

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

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

Real Operating Expenditure

Residential Population of Local Government Area

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

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

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

City of Sydney

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

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

Inflation lasting longer than anticipated impacting operating expenses

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

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

City of Sydney

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

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

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

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

City of Sydney

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

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

Developer contributions lower than anticipated impacting total income

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

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

City of Sydney

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

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

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

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

Grants and sponsorship programs

The City of Sydney's Grants and sponsorship programs support initiatives and projects that strengthen the social, cultural, economic and environmental life of the city. Through this program the City of Sydney partners with communities and business to further the strategic directions of the community strategic plan Delivering Sustainable Sydney 2030-2050.

The Grants and sponsorship policy provides the framework for managing grants and sponsorship applications. It sets the expected outcomes of our grants and sponsorships programs and the principles that guide grantmaking at the City of Sydney.

The City seeks to optimise the use of public funds through effective and efficient grant processes, and clear grant program objectives linked to the organisation's strategic goals.

Supporting the policy are the Grants and sponsorship guidelines which provide details about each of the grant programs including funding priorities, key dates, funding available, eligibility criteria, application processes and assessment criteria. The City's current Grants and sponsorship policy was fully reviewed in 2022 and adopted by Council on 22 August 2022.

Grant programs and proposed budgets in 2025/26

These grant programs have been approved under the current Grants and sponsorship guidelines.

Cash

- Aboriginal and Torres Strait Islander collaboration fund – \$500,000
- Affordable and diverse housing fund – \$3,000,000
- Business sector support grant – \$832,500
- Community services grant – \$1,248,000
- Creative grant – \$600,000
- Dixon Street Improvement grant – \$400,000
- Festivals and events sponsorship – \$935,000
- Food Support Grant – \$1,500,000
- Green building grant – \$387,500
- Haymarket Activation grant – \$200,000
- Innovation and ideas grant – \$1,100,000
- Major grants - \$7,277,000
- Quick response grant – \$100,000

Value in Kind (VIK)

- Accommodation grant – \$9,178,365
- Short term empty properties (STEP) grant – no budget required
- Street banner sponsorship – \$290,000
- Venue hire support grants and sponsorship – \$1,160,000
- Major grants - Special events cleaning and related expenses – \$330,000

Summary

The table below provides a breakdown of the cash and value in kind amounts that make up the total grants budget of \$29.04 million.

2025/26 financial year	
Cash	\$18,080,000
Value in kind	\$10,958,365
TOTAL	\$29,038,365

Notes:

- Some of the proposed grant programs are open for application to for-profit organisations.
- STEP is a quick response program that provides space on a short-term arrangement when the opportunity arises. No set budget is available.
- The budget for each grant program open to for-profit organisations does not exceed 5% of the City's forecast for ordinary rates this year.
- A number of grant programs include multi-year funding arrangements. e.g. support for Sydney Festival within the Festival and events sponsorships program.
- Where the budget for one grant program is not fully expended, the underspend will be made available for transfer to other grant programs within this financial year as required.

Rates

Land Values

The Valuer General is an independent statutory officer that issues new land values to councils at least every 3 years to use for rates. The City of Sydney will use the 1 July 2022 land values for rating in the 2025/26 rating year. If a land value increases, it doesn't mean the rates on that land will rise by the same amount. Changes in rates depend on how a land value changed relative to other properties in the same rating category and how much the council can increase its overall rates income.

The Valuer General sends landowners a notice of valuation to give them a chance to consider the land value before council sets its rates. For strata scheme land values, only one land value is determined for the whole site of the strata scheme and the notice of valuation is issued to the nominated representative of the scheme. Rating values for individual strata units are a proportion of the strata scheme land value, based on unit entitlement. Ratepayers can find their land values by visiting www.valuergeneral.nsw.gov.au or contacting Valuation NSW directly.

Objections to land values can be made under the *Valuation of Land Act 1916*. Valuation NSW published "Your Guide to the Valuer General's Review Process" that can be found at https://www.valuergeneral.nsw.gov.au/publications/fact_sheets_and_brochures

Rating structure

The Independent Pricing and Regulatory Tribunal (IPART) determined that the City of Sydney could increase its general rate income by a rate peg of 4.1% for 2025/26.

The rating structure has one ordinary rate for all residential properties, one business sub-category rate for the CBD and a business ordinary rate, with minimum rates in each category to ensure that all ratepayers make a minimum contribution to the City.

The City has determined the following residential and business categories and sub-category of rateable land for the 2025/26 year:

Residential:

Residential Rate – Ordinary

Business:

Business Rate – Ordinary

Business Rate – Central Business District (CBD)

The boundaries of the business sub-category are shown on the map further below in this section.

The City will continue to investigate rating models to consider options to improve the fair and equitable distribution of the rates burden for all of our ratepayers.

In a high density local government area with population increases that are forecast to continue, and a requirement to respond to NSW government housing targets, the City is looking closely at its rating path and the best way to equitably align its rating structure to service this growth. High volumes of apartment living put additional demands on the City's services, facilities and infrastructure. However, the relatively low additional income that arises from the minimum rates attributable to these additional apartments fails to provide appropriate financial support to offset the rising costs of servicing our growing community.

The rating structure set out in the following table reflects the rates made for 2025/26:

Rating category	Minimum rate	Ad valorem rates (in the \$)	Estimated yield before rebates \$ million
Residential rate – ordinary	\$695.90	0.00103709	\$105.1
Business rate – ordinary	\$890.50	0.00316528	\$77.2
Business rate – CBD	\$890.50	0.00816989	\$190.8

Categorisation of land for the purposes of ordinary rates

Council determines rating categories for rating purpose in accordance with sections 514 – 529 of the Act and relevant sections of the *Local Government (General) Regulation 2021* (the Regulations).

Residential and business categories

The Act only allows 4 available categories of rateable land, including farmland and mining which are not applicable within the City of Sydney local government area. All rateable land in the city is categorised as either residential or business. As noted within section 518 of the Act, land that does not satisfy the criteria to be deemed residential, farmland or mining will be categorised and rated as business. The business category applies to land that is used for industrial and commercial operations, and can also include car spaces, storage lots, marina berths and mooring lots.

Council will use the plans approved under a development application or building application as a basis for determining the initial categorisation of a property, unless other more relevant information is available. The ratepayer will be advised through the issue of an annual or supplementary rate notice.

Mixed development

There are instances where a property is used for both residential and business purposes. If applications are submitted to and approved by

the Valuer General NSW, the City will be advised of the relevant apportionment of use between residential and business rate components to enable a mixed rate to be levied.

Change to category for rating purpose

A review of the categorisation of land for rating purposes may arise in response to a ratepayer request (application), or because Council elects to review one or a number of parcels of land or because it believes that the current categorisation may be incorrect. Council may request further information and/or access to inspect the property to assist with making this determination.

Applications for a change in categorisation of land for rating purposes must be made on the approved form that can be found on the City's website.

The ratepayer will be formally advised in writing of the outcome and where applicable, will receive an annual or supplementary rate notice.

Ratepayers with a property that is used for both a business and residential purpose should also make an application for a change in categorisation of land for rating purposes on the approved form if they wish to change from one category to mixed use rating.

Decisions on requests for refunds will be made having regard to the *Recovery of Impost Act 1963*.

Business rate categories:

CITY OF SYDNEY 

 Business rates - CBD  Business rates - Ordinary

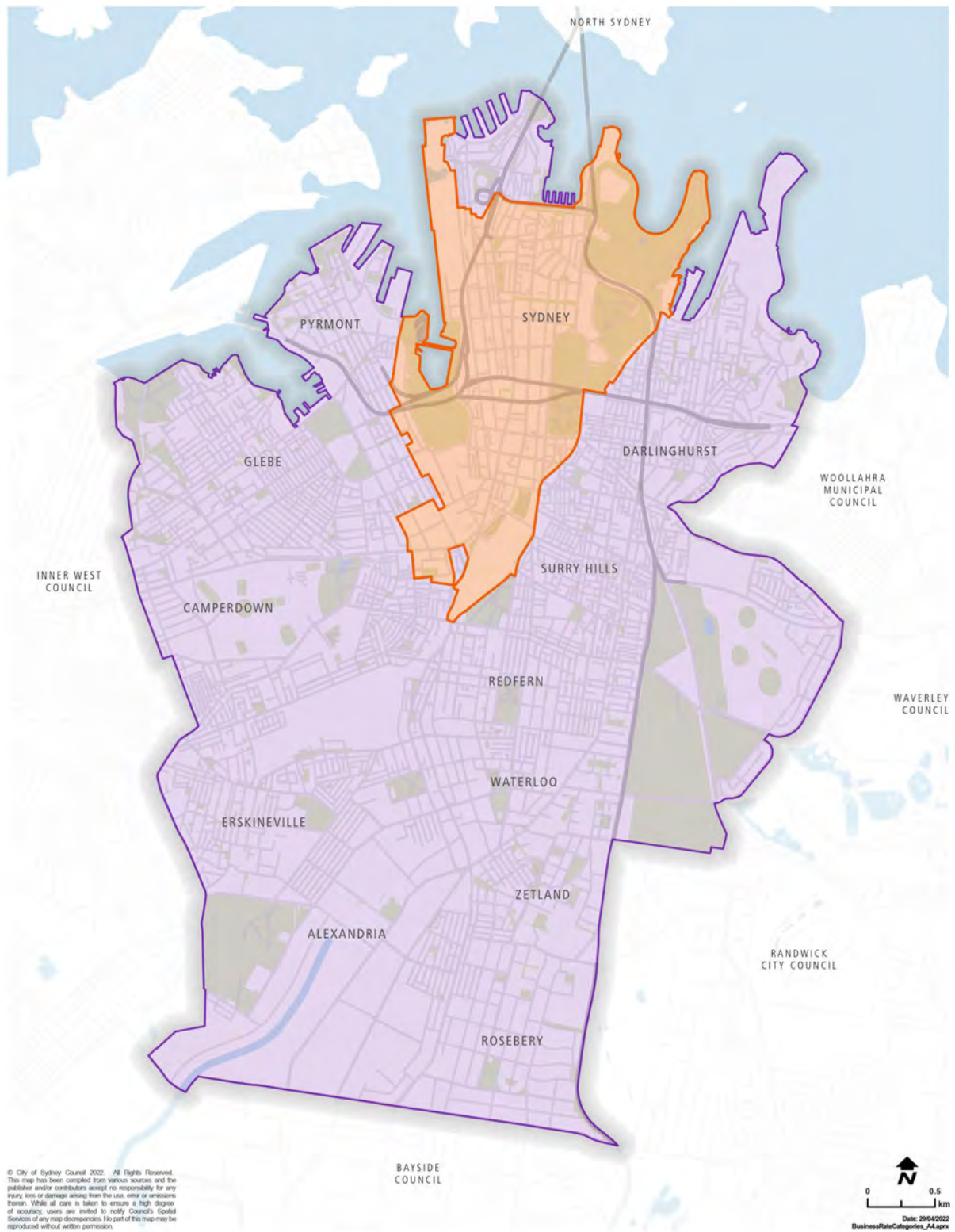


Figure 9. Business rate categories

Pensioner rebates and refunds

The City of Sydney will continue to provide a 100% rebate for eligible pensioners in 2025/26, determined in accordance with section 575 of the *Local Government Act (1993)* (the Act). Requests for retrospective rebates may be approved for the current rating year and a maximum of one prior rating year only.

Refund of overpayments

Refunds may be made on request for payments made toward the next rating year. Refunds are subject to the refund fee. Payments made in advance for instalments due within the current rating year will not be refunded.

Aggregation of land parcels (lots) for the purposes of ordinary rates – rating of car spaces and storage lots

Where a lot for a strata unit includes part lots for car and/or storage lots, only one rateable valuation exists and therefore only one rate is calculated on the total value of the unit, car and storage lots.

Where car and/or storage lots are separately titled, they attract their own unit entitlement and rateable value separate from the strata unit. In this circumstance, Council may allow the rateable values to be aggregated, and a single rate to be levied on the combined rateable value, in accordance with section 548A of the Act, subject to the limitations below.

Council will aggregate only where:

1. the lots are used in conjunction with the unit, by the occupier of the unit; and
2. the ownership of each lot noted on the certificate of title is exactly the same for each; and
3. all lots are within the same strata plan, or strata scheme, or the strata plan notes that the lots are used in conjunction; and
4. the lots are not leased out separately.

Residential – Council will only aggregate a maximum of 3 car spaces and all storage lots, to a residential strata unit.

Business – Council will only aggregate a maximum of one car space and one storage lot, to a business rated strata unit.

Council will not permit aggregation of marina berths and mooring lots.

Aggregation of car and storage lots will continue until the use or ownership changes. Upon change of ownership, aggregation of a unit with car and storage lots purchased in the same dealing will occur automatically from the next quarterly instalment due following receipt of the notice of sale and any settlement payment (subject to meeting criteria mentioned above).

Applications for aggregation must be made using the form found on the City's website. Approved aggregations will come into effect from the start of the next quarter following receipt of the application.

Debt recovery and financial hardship

The Act and related regulations require Council to assist in effective and efficient collection of the rates and annual charges due to Council, while being responsive and supportive to those ratepayers who are suffering genuine financial hardship.

When is a debt recoverable and what actions may be taken to recover the debt?

Rates and charges will be deemed overdue when the due date for instalment has passed, and payment has not been received.

Where an instalment is overdue, Council may commence recovery action, either directly or via a debt recovery agent.

Council's recovery action options will generally include a reminder, through verbal or written correspondence. If payment is still not received, then a final demand will be issued. Council may commence legal recovery action to recover the overdue rates and charges in accordance with section 695 of the Act, and any costs incurred in this regard will be recoverable from the ratepayer.

Payment arrangements

To assist in recovery of the overdue amount, the Council and a ratepayer may at any time agree a payment arrangement whereby regular scheduled payments pay off the debt, in accordance with section 564 of the Act. The arrangement must be formally approved by the City or its debt recovery agent.

Payment arrangements must include any legal or interest charges that will or already have occurred due to the rates being overdue.

Council will generally seek an arrangement to have the overdue debt paid within 90 days from the original due date (being the instalment due date).

If the payments are not made in accordance with the agreed payment arrangement, Council may commence recovery action at any time after the payment due date.

Interest on overdue rates

Interest is charged on all overdue rates and annual charges in accordance with section 566(3) of the Act. The City will adopt the maximum interest rate permitted by the Minister for Local Government for the 2025/26 financial year.

Ratepayers in genuine financial hardship

While ratepayers are required to pay their annual rate and charges to support local government operations, Council is mindful of the need to support ratepayers who suffer genuine financial hardship.

The City of Sydney's 100% pensioner rebate policy covers many in need of support, however there will still be ratepayers whose financial circumstances for a specific period of time render them unable to meet their obligations as they fall due.

To address these situations, ratepayers are able to apply for consideration of extended payment terms. Options for eligible ratepayers may include:

- a. a short term deferment for paying their current rates and charges; or
- b. longer term arrangement plans for arrears owed, with current instalments being paid as they become due.

Provided that an approved hardship repayment plan is maintained, the City can consider reducing or waiving interest on overdue rates in accordance with sections 564 and 567 of the Act.

Financial hardship as a result of valuation changes

Section 601 of the Act specifically caters for ratepayers who may suffer financial hardship arising from an increased rate levy due to changes in the valuation of their property.

Ratepayers in this position should contact the City to discuss their circumstances. Evaluation of any such application will be considered in

light of the valuation change and subsequent rate increase.

Stormwater management services charge

The Office of Local Government released guidelines in July 2006 that provide assistance to councils raising additional funding through the stormwater management services charge to support them in improving the management of urban stormwater in NSW. This follows the gazettal of the *Local Government Amendment (Stormwater) Act 2005*.

The City introduced a stormwater management services charge in 2008 and proposes to continue this charge. The legislation enables the City to raise charges to improve its stormwater networks. The charges remain at \$25 per residential property, \$12.50 per residential strata unit, and a pro rata rate of \$25 for every 350m² or part thereof for business properties.

The funds raised from this charge are quarantined to improve the quality and quantity management of the City's stormwater network, over and above the existing works that are currently undertaken. The City plans to expend significant sums towards these important infrastructure improvements in the coming 10 years, and this contribution has assisted with the preliminary planning of network enhancements, and in the future will contribute to the delivery of works identified with the Stormwater Management Plan.

Residential

Non strata land parcels	\$25.00 per parcel
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Strata unit	\$12.50 per unit
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Company title	\$12.50 per unit
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Business

Non strata land parcels	\$25.00 per 350m ² or part thereof
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Strata unit	Pro-rata of above, but a minimum of \$5
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The income of the proposed stormwater management services charge is approximately \$2 million.

Domestic waste management annual availability charge

The *Local Government Act 1993* requires Council to recover the full cost of providing the domestic waste management service.

This is achieved through the annual domestic waste management charge for each parcel of rateable land for which the service is available (refer section 496 of the Act). This mostly applies to land categorised “residential” but includes some land categorised business where the property contains a residential component and some non-rateable land with a residential component where a domestic waste service is requested. In accordance with section 518A of the Act, every dwelling in a strata lot or company titled unit is to be taken as a separate parcel and levied a separate domestic waste management annual availability charge (DWMAAC).

The form of a charge may be expressed as the number of individual units or dwellings forming part of that assessment (refer section 540 of the Act). For example, a block of units with 10 residential premises (flats, bedsits etc.) may be owned by one ratepayer subject to a single rates assessment but the DWMAAC charge would be for 10 dwellings, that is 10 DWMAAC's. “Dwelling” means a room or suite of rooms occupied or used or so constructed or adapted to be capable of being occupied or used as a separate domicile.

The service availability charges are described by the general waste bin (red bin) capacity available to the land as follows:

Single Service Charges

Description	Charge per residual waste bin	Estimated yield
Minimum domestic waste charge (bins smaller than 120L) collected once weekly	\$348	\$1,109,424
Domestic waste charge (120L bin) collected once weekly	\$529	\$10,107,603
Domestic waste charge (240L bin) collected once weekly	\$1,064	\$1,561,952

Council retains the right to determine the most suitable means of providing the service particularly in terms of the bin size and type (carry bin, mobile garbage bin or bulk bin) and frequency of collection to suit particular properties and localities mindful of efficiencies and practicalities. Where the City needs to increase the service size and/or collection frequency due to Work, Health and Safety concerns, the domestic waste charge rate may be reduced at Council's discretion.

When calculating shared services charges, compacted bins will be recognised as having twice the volume capacity of an uncompacted bin of the same size. Single dwellings that share a waste service will attract a shared service charge.

Individual requests for amendments to annual domestic waste charges can only apply from the current financial year.

The domestic waste management service charge covers:

- The administration, collection, transport, processing and treatment of residential waste and recycling (including general waste, recycling, organics and bulky waste)
- Residential education programs and recycling drop-off services
- The landfill tipping fee and the NSW Government landfill levy.

Multiple Dwelling Shared Service Charges

Description	Charge per dwelling	Estimated yield
Small domestic waste charge (<81L garbage waste per dwelling per week) 1 x weekly collection	\$348	\$3,664,788
Small domestic waste charge (<81L garbage waste per dwelling per week) 2 x weekly collections	\$401	\$5,911,542
Small domestic waste charge (<81L garbage waste per dwelling per week) 3 x weekly collections	\$443	\$508,564
Standard domestic waste charge (between 81 – 160L garbage waste per dwelling per week) 1 x weekly collection	\$529	\$2,139,805
Standard domestic waste charge (between 81 – 160L garbage waste per dwelling per week), 2 x weekly collections	\$574	\$22,287,272
Standard domestic waste charge (between 81 – 160L garbage waste per dwelling per week), 3 x weekly collections	\$632	\$9,387,096
Large domestic waste charge (between 161 – 240L garbage waste per dwelling per week) 1 x weekly collection	\$830	\$49,800
Large domestic waste charge (between 161 – 240L garbage waste per dwelling per week), 2 x weekly collections	\$877	\$3,270,333
Large domestic waste charge (between 161 – 240L garbage waste per dwelling per week), 3 x weekly collections	\$948	\$2,115,936
Extra large domestic waste charge (>240L garbage waste per dwelling per week), 1 x weekly collection	\$1,064	\$76,608
Extra large domestic waste charge (>240L garbage waste per dwelling per week), 2 x weekly collections	\$1,111	\$1,468,742
Extra large domestic waste charge (>240L garbage waste per dwelling per week), 3 x weekly collections	\$1,158	\$1,864,380
Domestic waste charge, 7-day service area	\$565	\$5,465,810

Total estimated domestic waste yield \$71.0 million before applying pensioner rebates.

Fees and charges

Pricing methodology

Council will charge a range of fees in the 2025/26 financial year, as detailed within the Schedule of Fees and Charges section of this Plan.

The legislative basis for these fees may be found in Section 608 of the *Local Government Act 1993*, which provides that Council may charge and recover an approved fee for any service it provides, including the following:

- supplying a service, product or commodity
- giving information
- providing a service in connection with the exercise of Council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate; and
- allowing admission to any building or enclosure.

Under the principle of user pays, fees are introduced to offset the cost of service provision, or in the case of commercial activities, to realise a reasonable rate of return on assets employed by Council, in order to support the provision of services and to alleviate the burden that would otherwise be unfairly placed upon ratepayers.

Council has given due consideration to the following factors in determining the appropriate price for each fee:

- the cost of providing the service;
- whether the goods or service are supplied on a commercial basis;
- the importance of the service to the community;
- the capacity of the user to pay;
- the impact of the activity on public amenity;
- competitive market prices; and
- prices dictated by legislation.

Council discloses its pricing policy by showing a pricing code against each individual fee within the Schedule of Fees and Charges, as:

Market	Council provides a good or service in a competitive environment.
Full cost	Council intends to fully recover the direct and indirect cost of provision, plus any community cost.
Partial cost	Council intends to partially recover the costs of provision.
Legislative	Prices are dictated by legislation.
Zero	Council absorbs the full cost of delivery.
Security deposit	Refundable deposit against possible damage to Council property.

All fees are quoted in GST inclusive terms, as this is the relevant price to the customer. However, it should be recognised that, within the schedule of fees and charges, there are many fees that do not attract GST. These fees have either been specifically exempted by the GST legislation or have been included within the Division 81 determination as the Australian Government has deemed that the customer does not actually receive a taxable supply in consideration for the fee. The latter excludes many fees for regulatory services that are not provided within a competitive environment, and other forms of information that are provided on a non-commercial basis.

Where the booking of a Council facility, including (but not exclusive to): venues, civic spaces, sportsfields or parks) is cancelled, Council's terms of hire provide that, in certain circumstances, Council will recover expenses or losses incurred as a result of the cancellation, from the hire charges received.

In accordance with the Office of Local Government's guidelines on competitive neutrality, Council has identified its Category 1 business (those with a turnover exceeding \$2 million) as parking stations. This business sets prices in line with market conditions and its results are disclosed, including tax equivalent payments and return on capital, in Council's annual report.

Waiving, discounting or reducing fees

Section 610E of the *Local Government Act 1993* allows Council to waive payment of or reduce a fee in a particular case, if it is satisfied that the case falls within a category of hardship or any other category that Council has determined it may consider in waiving payment or reducing a fee.

The applicant must submit supporting evidence to Council's satisfaction prior to any application to waive or reduce fees being approved.

Council has determined the following categories:

Hardship – where there is evidence that the payment of the fee or charge will impose unreasonable financial hardship on the applicant(s), given their particular circumstances.

Charity – where the applicant is a registered charity or applying on behalf of a registered charity and the fee is for a service that will enable the provision of charitable services to the City of Sydney community.

Not for profit – where the following conditions all apply:

- the applicant is an organisation that holds not for profit status or is applying on behalf of an organisation that holds not for profit status; and
- the fee is for a service that will enable the achievement of the applicant's objectives and betterment for the City of Sydney community; and
- the payment of standard fees or charges would cause financial hardship for the applicant.

Commercial – where Council, or its contractor, operates a service and reduction of the fee is required to compete in the market.

Non-provision of service – where Council is unable to provide a service or venue that has been previously agreed upon and an appropriate discount, fee waiver, refund or substitution is required as compensation.

Filming related activities – when a production is completed within the City of Sydney local government area, if undertaken by an educational institution for a non-commercial purpose, or by a registered charity or not-for-profit organisation and where the primary purpose is for improvement/benefit to the City of Sydney community, or where the production's primary purpose is to highlight the City of Sydney as a tourist destination.

Aquatic, leisure and recreation centre special events – where Council, or its contractor, operates an aquatic, leisure or recreation centre and a reduction of fees is offered for community events, open days or other special or promotional events.

Boarding houses – Fire safety related fees (administration of annual fire safety statements and inspection fees) associated with registered boarding houses in the City of Sydney will be waived to assist with owners' costs of maintaining and retaining their properties while ensuring the ongoing safety of residents.

Grants and sponsorships – where fee waiver or reduction form part of the financial assistance under an approved grant or sponsorship made under the Grants and sponsorship policy, and in accordance with the terms of any agreement executed in accordance with that policy.

The following principles will be considered when applying any reduction or waiver of a fee or charge:

- compliance with statutory requirements;
- fairness and consistency;
- integrity;
- equity and transparency; and
- commercial imperatives.

Some fees or services are prescribed by legislation or are regulatory in nature, and a fee waiver or reduction is not available in connection with those fees.

Council will directly, or through delegated authority, assess and make determinations on requests for reduction or waiver of fees in accordance with these principles.

Outdoor dining fee waivers

In addition to the specific categories determined by Council, as defined above, Council temporarily waived fees and charges related to outdoor dining approvals during the Covid-19 pandemic, and has extended the waiver of these fees in recent years.

The 2025/26 Operational Plan includes an extension of this waiver. For the 2025/26 financial year, these fees are shown as a zero fee in the Schedule of Fees and Charges attached to the Statement of Revenue Policy. Had these fees not been waived, the fees that would have applied are summarised in the tables following.

Rental and other fees for use of footway and roadway areas (outdoor dining)

Description	Pricing code	Unit of measure	\$ Fee	GST
Zone 1 – Circular Quay, City Centre	Market	per m2/annum	780.00	0%
Zone 1A – Darlinghurst; Woolloomooloo; South Sydney (East)	Market	per m2/annum	375.00	0%
Zone 2 – Pyrmont; Ultimo; Chippendale; King Street, Newtown; and Glebe Point Road	Market	per m2/annum	280.00	0%
Zone 3 – South Sydney (South)	Market	per m2/annum	220.00	0%
Zone 4 – Glebe; Forest Lodge	Market	per m2/annum	165.00	0%
Zone 5 – Regent Street and Redfern Street, Redfern	Market	per m2/annum	195.00	0%
Zone 6 – Darlinghurst Road, Darlinghurst and William Street, Sydney	Market	per m2/annum	290.00	0%

Description	Pricing code	Unit of measure	\$ Fee	GST
Zone 6A – Oxford Street, Darlinghurst and Surry Hills	Market	per m2/annum	285.00	0%
Zone 7 – Various CBD Laneways	Market	per m2/annum	165.00	0%
Administration fee	Partial cost	per application	370.00	0%
Security deposit – \$500.00 or 3 months licence fee, whichever is the greater	Security deposit	per licence	Fee	0%
Extension of an existing approved footway and roadway usage area, for a trial period. <i>The extension must be granted by a Resolution of Council, and may be for a trial period of up to 12 months.</i> Fee includes assessment, notification, and administration fees, and footway and roadway usage rental (for extended area only).	Zero	per application	0.00	0%

Hire of infrastructure - for outdoor dining roadway usage (outdoor dining)

Description	Pricing code	Unit of measure	\$ Fee	GST
Outdoor dining roadway usage – concrete barrier hire and maintenance	Partial cost	as specified in approval	Fee + GST	10%

Planning Assessments – application and other fees for footway and roadway usage (outdoor dining)

Description	Pricing code	Unit of measure	\$ fee	GST
Assessment for footway and roadway usage – fee	Partial cost	per application	340.00	0%
Notification for footway and roadway usage – fee	Partial cost	per application	170.00	0%
Extension of an existing approved footway and roadway usage area, for a trial period. <i>The extension must be granted by a Resolution of Council, and may be for a trial period of up to 12 months.</i> Fee includes assessment, notification, and administration fees, and footway and roadway usage rental (for extended area only).	Zero	per application	0.00	0%

Community fee waivers

Since 2022 Council has waived the hire fee and offered free coverage by Council's public liability insurance, for eligible local community groups hiring community venues. The fee waiver has supported the community to reconnect post-Covid, helped re-activate community spaces, and supported the formation of new local community groups. The fee waiver is in place until June 2029.

To be eligible for this fee waiver any group of people must:

- be located in or provide services predominantly to residents in the City of Sydney area
- have a membership base and purpose within the City of Sydney area.

This fee waiver is not available to:

- individuals/sole traders
- for-profit organisations
- government agencies, political parties, and community groups that don't reflect the inclusion and equity principles in the City of Sydney's community strategic plan and our other plans including the reconciliation action plan and inclusion (disability) action plan
- community groups whose events, activities and services are not predominantly provided for residents of the City of Sydney area. You may be eligible to apply for a venue hire support grant.

*Please note there are limitations as to the types of group and activities that can be covered under the City's community engagement public liability insurance.

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- 1 - COMMERCIAL VENUE HIRE
- 2 - CIVIC SPACES, PARKS AND SPORTING FIELDS
- 3 - CITY LEISURE SERVICES
- 4 - CREATIVE STUDIOS

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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
PLANNING ASSESSMENTS				
Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021				
DEVELOPMENT APPLICATIONS				
Scale Fee - based on Estimated Cost of Work (Item 2.1)				
<i>Up to \$5,000</i>				
Fee	Legislative	per application	144.00	0%
<i>\$5,001 - \$50,000</i>				
Fee	Legislative	per application	220.00	0%
Additional Charge	Legislative	per \$1k	3.00	0%
<i>\$50,001 - \$250,000</i>				
Fee	Legislative	per application	427.00	0%
PlanFirst Fee	Legislative	per application	32.00	0%
Additional charge over \$50,000	Legislative	per \$1k	3.00	0%
Additional Charge over \$50,000 - PlanFirst	Legislative	per \$1k	0.64	0%
<i>\$250,001 - \$500,000</i>				
Fee	Legislative	per application	1,349.00	0%
PlanFirst Fee	Legislative	per application	160.00	0%
Additional Charge over \$250,000	Legislative	per \$1k	1.70	0%
Additional Charge over \$250,000 - PlanFirst	Legislative	per \$1k	0.64	0%
<i>\$500,001 - \$1,000,000</i>				
Fee	Legislative	per application	1,952.00	0%
PlanFirst Fee	Legislative	per application	320.00	0%
Additional Charge over \$500,000	Legislative	per \$1k	1.00	0%
Additional Charge over \$500,000 - PlanFirst	Legislative	per \$1k	0.64	0%
<i>\$1,000,001 - \$10,000,000</i>				
Fee	Legislative	per application	2,764.00	0%
PlanFirst Fee	Legislative	per application	640.00	0%
Additional Charge over \$1M	Legislative	per \$1k	0.80	0%
Additional Charge over \$1M - PlanFirst	Legislative	per \$1k	0.64	0%
<i>More than \$10,000,000</i>				
Fee	Legislative	per application	14,267.00	0%
PlanFirst Fee	Legislative	per application	6,400.00	0%
Additional Charge over \$10M	Legislative	per \$1k	0.55	0%
Additional Charge over \$10M - PlanFirst	Legislative	per \$1k	0.64	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PLANNING ASSESSMENTS

Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021

DEVELOPMENT APPLICATIONS - EXCEPTIONS

(a) Application that involves works to a dwelling-house with an estimated cost of construction of \$100,000 or less (Item 2.3)

Note: Fee must not exceed DA Scale Fee

<i>Fee</i>				
Fee	Legislative	per application	592.00	0%
<i>PlanFirst Fee</i>				
Applications under \$50,000	Legislative	per \$1k	0.00	0%
Applications over \$50,000	Legislative	per \$1k	0.64	0%

(b) Application exclusively for sustainable installations less than \$2M (e.g. rainwater tanks, solar panels, greywater treatment systems)

Fee - currently waived by the City	Zero	per application	0.00	0%
PlanFirst Fee - based on cost of works, as per regular scale of DA fees above	Partial Cost	Fee	Fee	0%

(c) Development for the purpose of one or more advertisements (Item 2.2)

Use the greater of the DA Scale Fee or the fee below:

Fee	Legislative	per application	371.00	0%
Additional fee in excess of one advertisement	Legislative	per advertisement	93.00	0%

(d) Change of Use - no building work (Item 2.7)

Fee	Legislative	per application	371.00	0%
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(e) Application for Signage Strategy

Fee	Legislative	per application	515.00	0%
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(f) Designated Development Item 3.3)

(Same as DA scale fee above, plus additional fee)

Additional Fee	Legislative	per application	1,198.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PLANNING ASSESSMENTS

Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021

DEVELOPMENT APPLICATIONS - EXCEPTIONS

g) Subdivision of Land (Items 2.5 and 2.6)

Note: if two or more fees are payable, the fee is a total of those fees

Land Subdivision

Base Fee	Legislative	per application	430.00	0%
Additional Charge	Legislative	per new lot	53.00	0%

Strata Subdivision

Base Fee	Legislative	per application	430.00	0%
Additional Charge	Legislative	per new lot	65.00	0%

(h) State Significant Development (SSD)

Applicable to the assessment of State Significant Development applications delegated from the Department of Planning, Industry and Environment.

Fee				
Fees are calculated in accordance with Parts 5 to 7, Schedule 4, Environmental Planning and Assessment Regulation 2021 - Fees for State significant development and State significant infrastructure.	Legislative	per application	Fee	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PLANNING ASSESSMENTS

Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021

REQUEST FOR REVIEW OF DETERMINATION - under Division 8.2 of the EP&A Act 1979

(a) Application - Change of use (not involving the erection of a building, the carrying out of work or the demolition of a work or building) (Item 7.1)

50% of the fee that was payable in respect of the application that is the subject of review	Legislative	per application	Fee	0%
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(b) Application that involves works to a dwelling-house with an estimated cost of construction of \$100,000 or less (Item 7.2)

Fee	Legislative	per application	247.00	0%
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(c) Any other application (item 7.3)

Estimated Cost:

Up to \$5,000

Fee	Legislative	per application	71.00	0%
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\$5,001 to \$250,000

Fee	Legislative	per application	111.00	0%
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Additional Fee by which the estimated cost exceeds \$5,000	Legislative	per \$1k or part	1.50	0%
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\$250,001 to \$500,000

Fee	Legislative	per application	651.00	0%
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Additional Fee by which the estimated cost exceeds \$250,000	Legislative	per \$1k or part	0.85	0%
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\$500,001 to \$1,000,000

Fee	Legislative	per application	927.00	0%
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Additional Fee by which the estimated cost exceeds \$500,000	Legislative	per \$1k or part	0.50	0%
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\$1,000,001 to \$10,000,000

Fee	Legislative	per application	1,285.00	0%
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Additional Fee by which the estimated cost exceeds \$1M	Legislative	per \$1k or part	0.40	0%
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More than \$10,000,000

Fee	Legislative	per application	6,167.00	0%
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Additional Fee by which the estimated cost exceeds \$10M	Legislative	per \$1k or part	0.27	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PLANNING ASSESSMENTS

Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021

REQUEST FOR REVIEW OF DETERMINATION - under Division 8.2 of the EP&A Act 1979

Request for review of decision to reject a development application under Division 8.2 of the EP&A Act 1979 (Section 8.2(1)(c) applications) (Item 7.4)

(a) If the estimated cost of the development is less than \$100,000	Legislative	per application	71.00	0%
(b) If the estimated cost of the development is between \$100,000 and \$1M	Legislative	per application	195.00	0%
(c) If the estimated cost of the development is more than \$1M	Legislative	per application	325.00	0%

Request for review of modification application under Division 8.2 of the EP&A Act 1979 (Section 8.2(1)(b) applications) (Item 4.2)

50% of the fee that was payable in respect of the application that is the subject of review	Legislative	per application	Fee	0%
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Additional fee where the application is required to be notified or advertised under an environmental planning instrument or a development control plan, for all applications made under Division 8.2 of the EP&A Act 1979 (Item 7.7)

(a) all applications required to be notified by letter	Legislative	per application	670.00	0%
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MODIFICATION OF DA - EP&A Act 1979 - section 4.55(1), section 4.55(1A), section 4.56

S4.55(1) - (Minor error, Misdescription or Miscalculation) (Item 4.1)

Fee (no fee charged if agreed Council error)	Legislative	per application	92.00	0%
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S4.55(1A) & S4.56 - (Minor Environmental Impact) (Item 4.2)

Fee = 50% of original DA application fee, up to maximum fee of \$839.00	Legislative	per application	Fee	0%
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S4.55 (1A) - (Change to Plan of Management) (Item 4.2)

Note: applies to small retail premises, or licensed premises with a capacity of 120 persons or less

Fee = 50% of original application fee, up to a maximum fee of \$360.00	Legislative	per application	Fee	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PLANNING ASSESSMENTS

Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021

MODIFICATION OF DA - EP&A Act 1979 - sections 4.55(2) & 4.56

Note: Fees for section 4.55 modifications are based on the original application for which consent was given

(a) Application - original scale fee less than \$100 (Item 4.2)

Fee = 50% of Original Application Fee	Legislative	per application	Fee	0%
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(b) Application - change of use (no building works) (Item 4.2)

Fee = 50% of Original Application Fee	Legislative	per application	Fee	0%
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(c) Application involves works to a dwelling-house with an estimated cost of construction of \$100,000 or less (Item 4.4)

Fee	Legislative	per application	247.00	0%
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(d) Application - extension of hours only (Item 4.2)

Note: applies to small retail premises, or licensed premises with a capacity of 120 persons or less.

Fee = 50% of original application fee, up to a maximum fee of \$360.00	Legislative	per application	Fee	0%
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(e) Application to modify entertainment sound management conditions only (Item 4.2)

Note: applies to licensed premises with a capacity of 120 persons or less, and dedicated live music venues with a capacity of 250 persons or less (subject to the relevant sound management provisions of the DCP)

Fee = 50% of original application fee, up to a maximum fee of \$360.00	Legislative	per application	Fee	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PLANNING ASSESSMENTS

Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021

MODIFICATION OF DA - EP&A Act 1979 - sections 4.55(2) & 4.56

(f) All other cases (Item 4.5)

Estimated Cost:

Up to \$5,000

Fee	Legislative	per application	71.00	0%
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\$5,001 to \$250,000

Fee	Legislative	per application	110.00	0%
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Additional Fee where the estimated cost exceeds \$5,000	Legislative	per \$1k or part	1.50	0%
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\$250,001 to \$500,000

Fee	Legislative	per application	651.00	0%
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Additional Fee where the estimated cost exceeds \$250,000	Legislative	per \$1k or part	0.85	0%
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\$500,001 to \$1,000,000

Fee	Legislative	per application	927.00	0%
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Additional Fee where the estimated cost exceeds \$500,000	Legislative	per \$1k or part	0.50	0%
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\$1,000,001 to \$10,000,000

Fee	Legislative	per application	1,285.00	0%
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Additional Fee where the estimated cost exceeds \$1M	Legislative	per \$1k or part	0.40	0%
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More than \$10,000,000

Fee	Legislative	per application	6,167.00	0%
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Additional Fee where the estimated cost exceeds \$10M	Legislative	per \$1k or part	0.27	0%
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Additional fee where the application is required to be notified or advertised under an environmental planning instrument or a development control plan for applications made under s4.55(2) or 4.56 of the EP&A Act 1979 (Item 4.6)

(a) all applications required to be notified by letter only	Legislative	per application	670.00	0%
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EXTENSION OF EXPIRING CONSENTS - under the EP&A Act 1979 - (section 4.54)

Fee	Full Cost	per application	258.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PLANNING ASSESSMENTS

Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021

DEVELOPMENT PLANS & STAGED DEVELOPMENT APPLICATIONS

Development Plan/Stage 1 Development Application - 60% of DA Fee (Item 2.1)

Fee	Legislative	per application	Fee	0%
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Applications resulting from approved Stage 1 DA or Development Plan (Item 2.1)

Fee = 40% of DA fee

The total combined fees payable for staged development applications must equal the fee payable as if a single application was required.	Legislative	per application	Fee	0%
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INTEGRATED DEVELOPMENT OR DEVELOPMENT REQUIRING CONCURRENCE UNDER THE EP&A ACT 1979

Note: a Development can be Integrated as well as Required Concurrence

Fee to Concurrence Authority (paid via NSW Planning Portal) (Item 3.2)

Fee	Legislative	per authority	416.00	0%
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Additional fee to Council (Item 3.1)

Fee	Legislative	per application	183.00	0%
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Additional fee for each Approved Body (paid via NSW Planning Portal) (Item 3.1)

Fee	Legislative	per application	416.00	0%
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NOTIFICATION FEES FOR DEVELOPMENT APPLICATIONS & RE-NOTIFICATION OF AMENDED DEVELOPMENT APPLICATIONS

Notification Fee (Items 3.6, 3.8 and 4.6)

(a) Applications notified by letter only	Partial Cost	per application	670.00	0%
(b) Application for Outdoor Dining	Zero	per application	0.00	0%

Designated Development (Item 3.5)

Fee	Legislative	per application	2,890.00	0%
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Notification of Development Applications over \$10 million (Item 3.8)

Fee	Legislative	per application	1,270.00	0%
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AMENDED PLANS - MODIFICATION TO APPLICATION PRIOR TO DETERMINATION

Amendment - 50% of the original DA fee	Partial Cost	per application	Fee	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PLANNING ASSESSMENTS

Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021

DEVELOPMENT APPLICATION EXEMPTION

Heritage Works

Works to Single Dwelling	Partial Cost	per application	155.00	0%
Other	Partial Cost	per application	330.00	0%

STRATA TITLE SUBDIVISION (Strata Schemes Acts)

Application fee plus additional fee

Fee	Market	per application	720.00	10%
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Additional fee per proposed lot

1-10 lots	Market	per lot	720.00	10%
11-50 lots (fee per lot, plus total fee for 10 lots)	Market	per lot	565.00	10%
More than 50 lots (fee per lot, plus total fee for 50 lots)	Market	per lot	285.00	10%

Certificate of Conversion

Fee	Market	per application	620.00	10%
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Termination of Strata Scheme

Fee	Market	per application	925.00	10%
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LAND SUBDIVISION CERTIFICATE - EP&A Act 1979

Land Subdivision - Conventional Torrens Title Subdivision

Application Fee, plus additional fee	Market	per application	770.00	0%
Additional fee - based on number of proposed lots	Market	per lot	770.00	0%

Land Subdivision - Land Dedication to Council Only

Fee	Market	per application	515.00	0%
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Stratum Land Subdivision

Application fee, plus additional fee	Market	per application	770.00	0%
Additional fee, per subdivision plan sheet	Market	per sheet	1,030.00	0%

EXECUTION of SECTION 88B INSTRUMENTS and DEALING FORMS

Execution of Section 88B Instruments and Dealing forms

Section 88B Instrument approval	Market	per application	460.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
PLANNING ASSESSMENTS				
Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021				
DEVELOPMENT LEVIES				
As per contributions plans adopted by Council				
Contributions plans set out how contributions required under Sections 7.11 and 7.12 of the Environmental Planning and Assessment Act 1979 and Section 61 of the City of Sydney Act 1988 are levied.				
Fee	Full Cost	per plan	Fee	0%
CERTIFICATES UNDER SECTION 88G of the CONVEYANCING ACT 1919				
S88G Certificate				
Fee	Legislative	per certificate	10.00	0%
S88G Certificate (requiring inspection)				
Fee	Legislative	per certificate	35.00	0%
DEVELOPMENT APPLICATION REGISTER - under EP&A Act, 1979 (section 4.58)				
Viewing				
Fee	Zero	per viewing	0.00	0%
DEVELOPMENT APPLICATION 3D CAD MODELLING FEES				
Development applications requiring 3D models				
3D Modelling Fee	Partial Cost	per application	1,380.00	0%
ACCESS TO CITY MODEL				
Access to City Model for commercial photography				
Fee	Full Cost	per hr or part	120.00	0%
APPLICATION FOR FOOTWAY AND ROADWAY USAGE (OUTDOOR DINING)				
Assessment of Outdoor Dining Applications				
New applications	Zero	per application	0.00	0%
Renewal (no changes of hours or area)	Zero	per application	0.00	0%
Notification of Outdoor Dining Applications				
Fee	Zero	per application	0.00	0%
DEVELOPMENT-RELATED CONSULTATION				
DA Related Professional Advice, Research & Analysis				
Consultation - per Council Officer	Full Cost	per hr or part	250.00	10%
Design Advisory Panel				
Pre-Lodgement Consultation with Design Advisory Panel Residential Subcommittee	Market	per application	1,145.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PLANNING ASSESSMENTS

Note: If two or more fees are payable, the fee is a total of those fees. Item numbers refer to Schedule 4 of the Environmental Planning and Assessment Regulation 2021

ASSESSMENT FEES FOR APPLICATIONS FOR WORKS UNDER SECTION 60 OF THE NSW HERITAGE ACT 1977

The estimated cost of carrying out an activity is the reasonable cost (estimated on the basis of prices current when the application is made) of carrying out the activity as referred to in the application

Scale Fee - based on estimated cost of activity

Up to \$100,000

Owner-occupied private dwelling	Legislative	per application	150.00	0%
Property other than owner-occupied private dwelling	Legislative	per application	300.00	0%

\$100,000 to \$500,000

Fee	Legislative	per application	400.00	0%
Additional Charge over \$100,000	Legislative	per \$100k or part thereof	25.00	0%

\$500,000 to \$1,000,000

Fee	Legislative	per application	500.00	0%
Additional Charge over \$500,000	Legislative	per \$100k or part thereof	100.00	0%

\$1,000,000 to \$2,000,000

Fee	Legislative	per application	1,000.00	0%
Additional Charge over \$1M	Legislative	per \$100k or part thereof	50.00	0%

\$2,000,000 to \$5,000,000

Fee	Legislative	per application	1,500.00	0%
Additional Charge over \$2M	Legislative	per \$100k or part thereof	33.33	0%

\$5,000,000 to \$10,000,000

Fee	Legislative	per application	2,500.00	0%
Additional Charge over \$5M	Legislative	per \$100k or part thereof	10.00	0%

More than \$10,000,000

Fee	Legislative	per application	3,000.00	0%
Additional Charge over \$10M	Legislative	per \$100k or part thereof	10.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PLANNING SUPPORT

CERTIFICATE FEES

Section 10.7(2) - EP&A Act 1979

Fee	Legislative	per certificate	69.00	0%
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Section 10.7(2) and (5) - EP&A Act 1979

Fee	Legislative	per certificate	174.00	0%
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Additional fee for 24 hr production available through Town Hall House only

Fee	Full Cost	per certificate	161.00	0%
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Copy of S10.7 Certificate

Fee	Partial Cost	per certificate	30.00	0%
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Certificate as to orders (former s121ZP EP&A Act 1979, s735A LGA Act 1993)

Fee	Partial Cost	per certificate	225.00	0%
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DEVELOPMENT APPLICATIONS & CONSTRUCTION CERTIFICATES REGISTERS

Hardcopy/Printout

Current Year - monthly issue	Full Cost	per issue	66.00	0%
Current Year - 26 fortnightly issues (annual subscription)	Full Cost	annual	472.00	0%

PLANNING AGREEMENTS

VOLUNTARY PLANNING AGREEMENTS

Administration Costs Reimbursement

Reimbursement of costs associated with the preparation and execution of a Planning Agreement	Partial Cost	per agreement	940.00	0%
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Reimbursement of costs associated with the preparation and execution of a Deed of Variation of a Planning Agreement	Partial Cost	per agreement	470.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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STRATEGIC PLANNING

HERITAGE FLOOR SPACE

Registration of Heritage Floor Space (including final inspection)

Fee	Partial Cost	per transaction	870.00	0%
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Transaction (change of owner/sale)

Fee	Full Cost	per transaction	530.00	0%
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Heritage Floor Space Application

Fee to be charged for the assessment of an application for the awarding of heritage floor space that is not accompanied by a development application. This fee is applicable to applications for the awarding of heritage floor space of greater than 500 square metres only

Application Fee	Partial Cost	per application	13,080.00	0%
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REQUEST TO PREPARE A PLANNING PROPOSAL

Major Application

Fee	Partial Cost	each	173,000.00	0%
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Minor Application

Fee	Partial Cost	each	30,000.00	0%
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PLANNING CONTROLS

Reports, Studies and Reviews

Miscellaneous Reports, Studies and Reviews	Partial Cost	each	41.00	0%
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Sydney LEP & DCP

Sydney LEP and Sydney DCP 2012 documents are available for sale to ratepayers at a 50% discount

Sydney LEP 2012	Partial Cost	each	250.00	0%
Sydney DCP 2012	Partial Cost	each	470.00	0%
Both Sydney LEP 2012 and Sydney DCP 2012	Partial Cost	each	670.00	0%
Sydney LEP 2012 (without maps)	Partial Cost	each	52.50	0%
Sydney DCP 2012 (without maps)	Partial Cost	each	270.00	0%
Sydney LEP 2012 or Sydney DCP 2012 - A3 Maps	Partial Cost	per map	200.00	0%

All Other LEPs (text), Draft LEPs, DCPs, Miscellaneous Planning Codes, Policies etc.

Fee	Market	each	40.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
STRATEGIC PLANNING				
PUBLICATIONS AND INFORMATION				
Certified Copy of Document				
Map or Plan (s10.8(2), EP&A Act 1979)	Legislative	each	69.02	0%
Individual Colour Zoning or Other Maps				
A3 size (on application)	Market	per map	27.00	0%
A1 size (on application)	Market	per map	53.00	0%
POLICY DOCUMENTS				
City of Sydney Development Contributions Plan 2015, Central Sydney Development Contributions Plan 2020, or Central Sydney Development Contributions Plan 2013.				
Fee	Partial Cost	each	37.00	0%
Other Contributions Plans				
Fee	Partial Cost	each	37.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
URBAN ANALYTICS				
ECONOMIC DEVELOPMENT				
Data Requests (Information from existing databases)				
Viewing	Zero	per page	0.00	0%
Photocopying - A4 copies	Partial Cost	per page	2.00	0%
City of Sydney Floor Space and Employment Census				
Summary (printout)	Partial Cost	each	74.00	0%
Summary (Discount rate for residents, pensioners and students)	Partial Cost	each	37.00	0%
Standard Reports	Partial Cost	each	32.00	0%
Standard Reports (Discount rate for residents, pensioners and students)	Partial Cost	each	16.00	0%
Customised Reports				
For each customised report over 1,000 records, a data preparation time charge, and a charge based on the number of records will apply. The charge based on the number of records is cumulative per organisation, per financial year.				
<i>Preparation Time</i>				
Customised Reports (per hour of preparation time)	Market	per hour	213.00	0%
Customised Reports (Discount rate for residents, pensioners and students)	Market	per hour	71.00	0%
<i>Between 1,000 records and 1,999 records (5 Fields)</i>				
Fee	Market	per record	6.65	0%
<i>Between 2,001 records and 11,999 records (5 Fields)</i>				
Fee plus	Market	per application	13,800.00	0%
Per record - over 2,000 records, up to 12,000 records	Market	per record	2.70	0%
<i>More than 12,000 records (5 Fields)</i>				
Fee plus	Market	per application	41,500.00	0%
Per record - over 12,000 records	Market	per record	0.50	0%
<i>Data Mapping</i>				
Data Mapping	Market	each	63.00	0%
City Business Workshops				
In the event of the City of Sydney organising a City Business workshop, the direct costs associated with this workshop may be charged to the organisation or workshop attendee				
Ticket Fee	Market	per person	0.00 - 100.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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BUILDING

BUILDING INFORMATION CERTIFICATES - EP&A ACT 1979

Note: includes initial inspection

s6.26 - Class I and X Buildings

Fee	Partial Cost	per dwelling	250.00	0%
Additional Inspection Fee (capped at 1 inspection fee)	Partial Cost	per application	90.00	0%

s6.26 - Other Classes

Less than 200 m2 floor area	Partial Cost	per application	250.00	0%
Additional Inspection Fee (capped at 1 inspection fee)	Partial Cost	per application	90.00	0%

Greater than 200 m2, and up to 2,000 m2 floor area

Fee	Partial Cost	per application	250.00	0%
Additional charge over 200 m2	Partial Cost	per m2	0.50	0%
Additional Inspection Fee (capped at 1 inspection fee)	Partial Cost	per application	90.00	0%

Greater than 2,000 m2 floor area

Fee	Partial Cost	per application	1,165.00	0%
Additional charge over 2,000 m2	Partial Cost	per m2	0.07	0%
Additional Inspection Fee (capped at 1 inspection fee)	Market	per application	90.00	0%

Part of Building Only

With external wall only involving more than 1 building inspection	Partial Cost	per application	250.00	0%
Additional Inspection Fee (capped at 1 inspection fee)	Partial Cost	per application	90.00	0%

Where a Building Information Certificate application involves Unauthorised Works

Note: The applicable Development Application fees and/or Construction Certificate fees are payable for unauthorised works.

Construction Certificate Fee (refer to the Building section of this Schedule of Fees and Charges)	Market	per application	Fee + GST	10%
Development Application Fee (refer to the Planning Assessments section of this Schedule of Fees and Charges)	Legislative	per application	Fee	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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BUILDING

CONSTRUCTION CERTIFICATE OR COMPLYING DEVELOPMENT CERTIFICATE - under the EP&A Act 1979

Class 1a & 1b Residential Buildings

Cost of Work

Up to \$5,000	Market	per application	696.00	10%
\$5,000 to \$10,000	Market	per application	824.00	10%
\$10,000 to \$100,000	Market	per application	1,106.00	10%
\$100,000 to \$250,000	Market	per application	1,953.00	10%

Exceeding \$250,000

Base Fee plus	Market	per application	1,953.00	10%
Additional fee for amounts greater than \$250,000	Market	per \$1k	3.98	10%

Class 2-9 Buildings and other Infrastructure Works, Signs and Subdivision Works (all class 10's) not related to Residential Dwellings

Cost of Work

Up to \$10,000	Market	per application	1,106.00	10%
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\$10,001 - \$100,000

Fee	Market	per application	1,106.00	10%
Additional charge over \$10,000	Market	per \$1k	9.40	10%

\$100,001 to \$500,000

Fee	Market	per application	2,013.00	10%
Additional charge over \$100,000	Market	per \$1k	5.33	10%

\$500,001 to \$1,000,000

Fee	Market	per application	4,220.00	10%
Additional charge over \$500,000	Market	per \$1k	3.96	10%

Exceeding \$1,000,000

Fee	Market	per application	6,249.00	10%
Additional charge over \$1M	Market	per \$1k	2.77	10%

Class 2, 3 & 9c Buildings in which the Design & Building Practitioner Act applies for the assessment of building elements

A building element includes fire safety systems (including passive fire), waterproofing, building structure, building enclosure, and other building services, as required by the BCA.

Assessment Fee - Building Element	Market	per element	523.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
BUILDING				
CONSTRUCTION CERTIFICATE OR COMPLYING DEVELOPMENT CERTIFICATE - under the EP&A Act 1979				
Class 10a & 10b Buildings (associated with Class 1 dwellings only)				
<i>Cost of Work</i>				
Up to \$10,000	Market	per application	708.00	10%
\$10,001 to \$100,000	Market	per application	829.00	10%
Exceeding \$100,000	Market	per application	1,106.00	10%
Construction Certificate or Complying Development Certificate - Sustainable Installations				
Applications exclusively for sustainable installations less than \$2 million (e.g. rainwater tanks, solar panels, greywater treatment systems)				
Fee (Council Fees Waived)	Zero	per application	0.00	0%
Supplementary Fees relating to Construction Certificates, Complying Development Certificates, and Occupation Certificates				
<i>Assessment of Performance Solutions</i>				
Assessment of performance solutions report(s), following the initial application submission				
Assessment Fee	Market	per hour	262.00	10%
<i>Administration Fee - Referral to FRNSW</i>				
Note: applications which require referral to Fire and Rescue NSW (FRNSW) will incur an administration fee and a FRNSW fee.				
Administration Fee - Referral to FRNSW	Market	per application	178.00	10%
<i>Assessment of Unauthorised Works outside the scope of a Development Application or Construction Certificate.</i>				
Fee	Market	per hour	262.00	0%
Consultancy Services				
BCA Reports Consultancy Fee - review prior to DA Submission / Building Code of Australia (BCA) upgrade reports or where applications are required to be reviewed before determining an application for an occupation certificate	Market	per hour	262.00	10%
Other Building Related Consultancies - includes where older applications are required to be reviewed or there are unforeseen additional consultancy contingency fees and charges outside Principal Certifier functions	Market	per inspection	404.00	10%
Partial Assessment Consultancy Fee	Partial Cost	per hour	262.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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BUILDING

AMENDMENT TO CONSTRUCTION CERTIFICATE OR COMPLYING DEVELOPMENT CERTIFICATE - under the Environmental Planning and Assessment Act 1979

Where additional cost of amended works can be established

Up to \$10,000

Fee	Market	per application	634.00	10%
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\$10,001 to \$100,000

Fee	Market	per application	634.00	10%
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Additional charge over \$10,000	Market	per \$1k	9.39	10%
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\$100,001 to \$500,000

Fee	Market	per application	1,500.00	10%
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Additional charge over \$100,000	Market	per \$1k	5.34	10%
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\$500,001 to \$1,000,000

Fee	Market	per application	3,733.00	10%
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Additional charge over \$500,000	Market	per \$1k	3.96	10%
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Exceeding \$1,000,000

Fee	Market	per application	5,768.00	10%
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Additional charge over \$1,000,000	Market	per \$1k	2.77	10%
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Where additional cost of amended works cannot be established

Fee	Market	per application	634.00	10%
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Additional fee where assessment is in excess of 2 hours	Market	per hour	262.00	10%
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ADVERTISING/NOTIFICATION FEES FOR COMPLYING DEVELOPMENT APPLICATIONS

Notification Fee (Clause 130AB - Complying Development & Fire Safety Regulation)

Application that involves a new dwelling or an addition to an existing dwelling on land in a residential zone	Market	per application	328.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
BUILDING				
FEES FOR COUNCIL ACTING AS PRINCIPAL CERTIFIER - EP&A ACT 1979				
Where Construction Certificate/Complying Development Certificate issued by Council				
<i>Inspection fees</i>				
Residential Dwellings (Class 1a & 1b)	Market	per inspection	276.00	10%
Mandatory Inspection prior to issuing of CC or CDC (Existing Buildings Class 1a & 1b)	Market	per inspection	276.00	10%
Class 10 & 10b Buildings & Signs	Market	per inspection	276.00	10%
Class 2-9 Buildings	Market	per inspection	409.00	10%
Class 5 & 6 Inspections - Food Shops	Market	per inspection	409.00	10%
Mandatory Inspection prior to issuing of CC or CDC (Existing Buildings Class 2-9)	Market	per inspection	409.00	10%
Application for Occupation Certificate				
Based on cost of works				
<i>Occupation Certificate</i>				
Up to \$100,000	Market	per application	282.00	10%
Between \$100,000 and \$500,000	Market	per application	808.00	10%
Greater than \$500,000	Market	per application	1,604.00	10%
Final Inspection Development Consent where no Construction Certificate or Complying Development Certificate has been issued, including change of use				
Assessment Fee - Review DA File	Market	per hour	262.00	0%
Residential Dwellings (Class 1a & 1b)	Market	per inspection	276.00	10%
Class 2-9 Buildings	Market	per inspection	409.00	10%
Premium Inspection Fee				
Over and above the mandatory requirements	Market	per inspection	409.00	10%
Inspection of Unauthorised Works outside scope of DA & CC (Classes 1 & 10)	Market	per inspection	276.00	10%
Inspection of Unauthorised Works outside scope of DA & CC (Class 2-9)	Market	per inspection	409.00	10%
Re-inspection due to work incomplete				
Fee	Market	per inspection	409.00	10%
Multiple Unit Inspection Fee (in addition to critical stage inspections)				
6 items or more	Partial Cost	per item	71.34	10%
Less than 6 items	Partial Cost	per hr or part	409.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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BUILDING

FEES FOR COUNCIL ACTING AS PRINCIPAL CERTIFIER - EP&A ACT 1979

Appointment of Principal Certifier where Construction Certificate / Complying Development Certificate issued by Private Certifier

Review of Construction Certificate

Fee	Market	per hour	262.00	0%
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Inspection Fees

Residential Dwellings - Class 1a & 1b	Market	per inspection	376.00	10%
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Residential Dwellings - Class 10 & 10b Buildings & Signs	Market	per inspection	376.00	10%
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Class 2-9 Buildings	Market	per inspection	448.00	10%
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REGISTRATION OF PRIVATELY CERTIFIED CONSTRUCTION / COMPLYING DEVELOPMENT / OCCUPATION / SUBDIVISION CERTIFICATES

Registration Fee

Fee	Legislative	per certificate	39.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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BUILDING

ACTIVITIES REQUIRING APPROVAL OF COUNCIL - under Section 68 of the Local Government Act 1993

Part A - Structures or Places of Public Entertainment

- Install a Manufactured Home, Moveable Dwelling or Associated Structure

Application Fee	Market	per application	825.00	0%
Inspection Fee	Market	per inspection	276.00	0%
Completion Certificate	Market	per application	808.00	0%

Part D (1-6) - Community Land or Temporary Structures erected on land under the control of Council

Assessment Fee	Market	per approval	421.00	0%
Additional fee where assessment is in excess of 2 hours	Market	per hour	262.00	0%
Inspection Fee (minimal structures 1-3)	Market	per inspection	398.00	0%
Inspection Fee (moderate structures 4-6)	Market	per inspection	791.00	0%
Inspection Fee (multiple structures greater than 6)	Market	per inspection	1,183.00	0%

Part E (1-2) - Public Roads

- items placed on, in or above a public road

Assessment Fee	Market	per application	420.00	0%
Additional fee where assessment is in excess of 2 hours	Market	per hour	262.00	0%
Inspection Fee	Market	per inspection	398.00	0%

Part F (5) - Install or Operate Amusement Devices

Commercial Organisations

Application Fee, up to maximum fee	Market	per amusement device	369.00	0%
Maximum fee	Market	per application	1,255.00	0%
Inspection Fee	Market	per inspection	398.00	0%

Non-Profit Organisations

Application Fee, up to maximum fee	Market	per amusement device	193.00	0%
Maximum fee	Market	per application	438.00	0%
Inspection Fee	Market	per inspection	211.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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BUILDING

ACTIVITIES REQUIRING APPROVAL OF COUNCIL - under Section 68 of the Local Government Act 1993

Part C (6) - Approval for the Installation of On-Site Sewer Management Systems

Infrastructure Cost

Not exceeding \$10,000	Market	per application	358.00	0%
\$10,000 to \$100,000	Market	per application	494.00	0%
\$100,000 to \$500,000	Market	per application	927.00	0%
\$500,000 to \$1,000,000	Market	per application	2,214.00	0%
Exceeding \$1,000,000	Market	per application	3,502.00	0%

Part C (6) - Approval to Operate On Site Sewer Management Systems

Additional Cost of Work

Not Exceeding \$10,000	Market	per application	286.00	0%
\$10,000 to \$100,000	Market	per application	355.00	0%
\$100,000 to \$500,000	Market	per application	782.00	0%
\$500,000 to \$1,000,000	Market	per application	1,982.00	0%
Exceeding \$1,000,000	Market	per application	3,337.00	0%

Part C (6) - On Site Sewer Management Systems - Amended Applications

Infrastructure Cost less than \$100,000 (Minor Amendment)	Market	per application	141.00	0%
Infrastructure Cost less than \$100,000 (Major Amendment)	Market	per application	355.00	0%
Infrastructure Cost between \$100,000 and \$500,000 (Minor Amendment)	Market	per application	210.00	0%
Infrastructure Cost between \$100,000 and \$500,000 (Major Amendment)	Market	per application	427.00	0%
Infrastructure Cost between \$500,000 and \$1,000,000 (Minor Amendment)	Market	per application	355.00	0%
Infrastructure Cost between \$500,000 and \$1,000,000 (Major Amendment)	Market	per application	494.00	0%
Infrastructure Cost greater than \$1,000,000 (Minor Amendment)	Market	per application	494.00	0%
Infrastructure Cost greater than \$1,000,000 (Major Amendment)	Market	per application	649.00	0%
Inspection Fee (fee for service)	Market	per hour	124.00	0%

AMENDMENTS TO APPROVALS ISSUED

- under Section 68 of the Local Government Act 1993

Assessment Fee	Market	per assessment	420.00	0%
Additional fee where assessment is in excess of 2 hours	Market	per hour	262.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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BUILDING

COMPLIANCE COSTS - MONITORING OF ORDER AND COMPLIANCE

Compliance Costs associated with the monitoring of and/or compliance with a Protection of the Environment Operations Act 1997 Order

Compliance Cost Notices - Section 104, Protection of the Environment Operations Act 1997	Partial Cost	per notice	Fee	0%
Monitoring of clean up notice and/or prevention/prohibition notice	Partial Cost	per notice	Fee	0%
Additional Fees Incurred (cost to the City)	Market	per investigation	Fee	0%

Compliance Costs associated with the monitoring of and/or compliance with an Environmental Planning and Assessment Act 1993 Order

Compliance Cost Notices - Schedule 5 item, Environmental Planning and Assessment Act 1979	Partial Cost	per notice	Fee	10%
Cost Compliance Inspection Fee	Partial Cost	per inspection	64.00	10%
Cost Compliance Referral fee	Partial Cost	per referral	190.00	10%
Cost Compliance (Notice of Intention) fee	Partial Cost	per notice	127.00	10%
Cost Compliance (Order) fee	Partial Cost	per order	64.00	10%

OTHER CERTIFICATES

Swimming Pool Barrier Certificates

Application for Exemption from barrier (s22 Swimming Pools Act)	Legislative	per certificate	250.00	0%
Swimming Pool Barrier (Initial Inspection)	Legislative	per inspection	150.00	10%
Swimming Pool Barrier (Follow up Inspection)	Legislative	per inspection	100.00	10%

RECORD SEARCH AND INFORMATION REQUESTS

Building Information Certificate

Copy of existing certificate	Partial Cost	per document	15.00	0%
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Flood Planning

Provision of Flood Study Numerical Model	Market	per application	243.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
REGULATORY				
INSPECTION FEES				
Hairdressing Shops/Beauty Salons/Skin Penetration				
(applies to routine beauty/skin penetration premises, and justified beauty/skin penetration complaints).				
Inspection Fee (applies to routine beauty/skin penetration premises, justified beauty/skin penetration complaints). Also includes re-inspection of initial inspection where the result is non-compliant or takes more than 10 minutes, and subsequent Improvement Notice re-inspections after initial re-inspection	Partial Cost	per inspection	206.00	0%
Sex Industry Premises				
Fee	Partial Cost	per inspection	206.00	0%
Places of Shared Accommodation				
Fee	Partial Cost	per inspection	206.00	0%
Places of Shared Accommodation – operated by registered charities				
Fee	Zero	per inspection	0.00	0%
Boarding House Act Inspection				
(initial compliance inspection only)				
Fee	Partial Cost	per inspection	350.00	0%
Food Premises				
Inspection Fee (applies to routine food premises inspections, justified food premises complaints, high risk temporary and mobile food vending vehicles, with high or moderate inspection result)	Partial Cost	per inspection	247.00	0%
Reinspection Fee - fixed, mobile and temporary premises - where inspection takes less than 10 minutes, and is compliant. (includes reinspection of initial inspection, subsequent Improvement Notice reinspections after initial reinspection, and Prohibition Orders)	Zero	per inspection	0.00	0%
Reinspection Fee - fixed, mobile and temporary premises - which result in non-compliance, or inspection takes more than 10 minutes. (includes reinspection of initial inspection, subsequent Improvement Notice reinspections after initial reinspection, and Prohibition Orders)	Partial Cost	per inspection	206.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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REGULATORY

INSPECTION FEES

Temporary Food Administration Fee

(fee based on one initial inspection of each registered temporary food premises within any financial year)

Standard Administration Fee

Note: this fee is based on one initial inspection of each registered temporary food premises within any financial year.

Temporary Food Premise - High Risk	Partial Cost	per stall	250.00	0%
Temporary Food Premise - Low Risk	Partial Cost	per stall	180.00	0%
Charitable/Not for Profit	Zero	per stall	0.00	0%

Administration Fee - Late Submission of Temporary Food Application

Note: temporary food applications are required 10 working days before the event.

If the application is not received in time, this fee will apply.

Fee - up to 3 temporary food event stalls	Partial Cost	per application	273.00	0%
Fee - more than 3 but not more than 7 temporary food event stalls	Partial Cost	per application	728.00	0%
Fee - more than 7 but not more than 20 temporary food event stalls	Partial Cost	per application	1,822.00	0%
Fee - more than 20 temporary food event stalls	Partial Cost	per application	2,060.00	0%

Sampling of Food Premises for Bacteriological Analysis

Fee	Partial Cost	per sample	124.00	0%
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Swimming/Spa Pools inspection

(inspection includes chemical test of water)

Fee	Partial Cost	per inspection	144.00	0%
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Sampling of Pool Water for Bacteriological Analysis

Fee	Partial Cost	per sample	124.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
REGULATORY				
INSPECTION FEES				
Food Administration Fee (fee includes one inspection)				
Up to and including 5 food handlers	Legislative	per premises	390.00	0%
Up to and including 5 food handlers (5 star Scores on Doors business)	Legislative	per premises	270.00	0%
Up to and including 5 food handlers (low risk handlers)	Legislative	per premises	95.00	0%
More than 5 but not more than 50 food handlers	Legislative	per premises	800.00	0%
More than 5 but not more than 50 food handlers (5 star Scores on Doors business)	Legislative	per premises	513.00	0%
More than 50 food handlers	Legislative	per premises	2,253.00	0%
More than 50 food handlers (5 star Scores on Doors business)	Legislative	per premises	1,542.00	0%
Charitable/Not for Profit	Zero	per premises	0.00	0%
Environmental Auditing/Inspection Fee (includes audit inspections of underground petroleum storage tanks)				
Fee	Full Cost	per inspection	250.00	0%
Water Cooling, Evaporative Cooling and Warm Water Systems				
Cooling Water System Sampling Fee	Partial Cost	per sample	124.00	0%
Inspection fee - cooling water system	Partial Cost	per inspection, per cooling water system	309.00	0%
Audit Certificate Submission fee	Full Cost	per certificate	115.00	0%
Risk Management Plan Certificates Submission Fee	Full Cost	per certificate	115.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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REGULATORY

HEALTH APPROVALS

Mobile Food Vending Approval Fees

Food Truck Application Fee	Full Cost	per application, per annum	600.00	0%
Food Van Application Fee	Full Cost	per application, per annum	400.00	0%

Temporary Health Inspection

(includes hair/beauty, and skin penetration premises)

Short Term Event

Commercial	Full Cost	per stall	106.00	0%
Community	Zero	per stall	0.00	0%
Charitable/Not for Profit	Zero	per stall	0.00	0%

Administration Fee - Late Submission of Skin Penetration Applications

Please note: applications are required 10 working days before the event. If the application is not received in time, an administration fee will apply, based on the number of stalls per event application.

Administration Fee	Partial Cost	per stall, per event application	93.00	0%
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PUBLIC HEALTH ACT NOTIFICATIONS

Skin Penetration Premises

Fixed premises, Mobile premises and Temporary skin penetration stalls are required to submit a notification, and this fee is applicable. However, this fee is not applicable to notifications received for mobile premises, if the occupier of the premises does not reside in the City of Sydney local government area.

Fee	Legislative	per notification	105.00	0%
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Water Cooling, Evaporative Cooling and Warm Water Systems

Fee	Legislative	per notification	120.00	0%
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Public Swimming Pools and Spa Pools

Fee	Legislative	per notification	105.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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REGULATORY

HEALTH ENFORCEMENT

Notices or Orders

Administrative Fee - Part 4 Protection of the Environment Operations Act 1997	Legislative	per notice	821.00	0%
Issue of Improvement Notices (Food Act) (includes initial re-inspection)	Legislative	per notice	330.00	0%
Issue of Improvement Notices and Prohibition Orders - Regulated Systems	Legislative	per notice	635.00	0%
Issue of Improvement Notices and Prohibition Orders - Swimming Pools, Spa's and Skin Penetration Premises	Legislative	per notice	295.00	0%
Re-Inspection Fee subject to Prohibition Order (minimum charge: half hour; maximum charge: 2 hours)	Legislative	per hour	255.00	0%

SUPPLY OF INFORMATION

Notices or Orders

Viewing	Zero	per page	0.00	0%
Photocopying - A4 size	Partial Cost	per page	2.00	0%

Inspection History Data - Current Proprietors Only

In relation to Food Premises, Hairdressing Shops, Beauty Salons, Premises used for Skin Penetration procedures, and Places of Shared Accommodation.

Viewing	Zero	per page	0.00	0%
Photocopying - A4 size	Partial Cost	per page	2.00	0%

Food Hygiene Education Course

No charge for this course - not accredited trainers

Fee	Zero	per person	0.00	10%
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Fire Safety and Egress Notices

Viewing	Zero	per page	0.00	0%
Photocopying - A4 copies	Partial Cost	per page	2.00	0%

Enquiry re Fire Safety of Property Requiring Inspection

Fee	Partial Cost	per application	560.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
REGULATORY				
ESSENTIAL SERVICES				
Annual Fire Safety Statement				
Annual fire safety statement review and inspection	Partial Cost	per application	495.00	10%
Annual Fire Safety Statement Administration fee	Partial Cost	per statement	90.50	0%
Reissue of a Fire Safety Schedule - correction of errors or omissions	Partial Cost	per application	440.00	0%
Replacement of a Fire Safety Schedule	Partial Cost	per application	54.00	0%
UNATTENDED PROPERTY IN PUBLIC SPACES				
Class 1 unattended items				
Personal items				
Transportation, Storage and Serving of Notice	Partial Cost	per item	119.00	0%
Class 2 unattended items				
Shared device				
Transportation, Storage and Serving of Notice	Partial Cost	per item	237.00	0%
Class 3 unattended items				
Motor Vehicles				
Transportation and Serving of Notice	Partial Cost	per item	458.00	0%
Storage fee	Partial Cost	per day	22.00	0%
IMPOUNDED ANIMALS				
Cost of Release				
As per contract	Full Cost	per animal	Fee	0%
CAT TRAP HIRE				
Security Deposit				
Fee	Security Deposit	per hire	100.00	0%
Trap Hire Fees				
Pensioner	Zero	per hire	0.00	10%
<i>Resident</i>				
1 to 7 days	Market	per hire	15.00	10%
8 or more days	Market	per day	8.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
REGULATORY				
COMPANION ANIMALS				
Animal Registrations (Companion Animals Act 1998)				
Applies to all dogs and cats born, bought or sold from 1 July 1999				
<i>Entire Animal (not desexed)</i>				
Registration Fee - Dog - not desexed	Legislative	per animal	269.00	0%
Registration Fee - Cat - not desexed				
Note: for cats not desexed, and over 4 months of age, an annual permit fee applies, in addition to the registration fee - please refer to Annual Animal Permit fees outlined below.	Legislative	per animal	70.00	0%
<i>Entire Animal - not desexed on veterinary recommendation</i>				
A letter recommending exemption from desexing prior to registration is required from a veterinarian.				
Registration Fee - Dog - not desexed (per recommendation)	Legislative	per animal	80.00	0%
Registration Fee - Cat - not desexed (per recommendation)	Legislative	per animal	70.00	0%
<i>Desexed Animal</i>				
Registration Fee - Desexed Dog	Legislative	per animal	80.00	0%
Registration Fee - Desexed Cat	Legislative	per animal	70.00	0%
<i>Reduced Fees for Eligible Pensioners</i>				
Reduced fees are available for eligible pensioners where an animal is either desexed, or a letter recommending exemption from desexing prior to registration is provided by a veterinarian				
Resident Pensioners				
Desexed Animal - First Animal	Zero	per animal	0.00	0%
Desexed Animal - Additional	Partial Cost	per animal	10.00	0%
Non-Resident Pensioners				
Desexed Animal - Legislated Registration Fee applies	Legislative	per animal	35.00	0%
<i>Reduced Fees for desexed animals purchased from an eligible pound or shelter</i>				
Registration Fee - Dog	Legislative	per animal	0.00	0%
Registration Fee - Cat	Legislative	per animal	0.00	0%
<i>Reduced Fees for Recognised Breeders</i>				
Registration Fee - Dog	Legislative	per animal	80.00	0%
Registration Fee - Cat	Legislative	per animal	70.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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REGULATORY

COMPANION ANIMALS

Animal Registrations (Companion Animals Act 1998)

Applies to all dogs and cats born, bought or sold from 1 July 1999

Reduced Fees for Working Dogs

Registration Fee - Working Dog	Legislative	per animal	0.00	0%
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Reduced Fees for Service Dogs

Registration Fee - Dog in the Service of the State	Legislative	per animal	0.00	0%
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Reduced Fees for Assistance Animals

Registration Fee - Assistance Animal	Legislative	per animal	0.00	0%
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Late Fees

Where registration fee is not paid within legislated 28 days	Legislative	per animal	23.00	0%
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Annual Animal Permits

Cats

Exemptions apply for all cats registered by 21 July 2020. From 22 July 2020, exemptions only apply for cats kept for breeding purposes by recognised breeders, and cats which cannot be desexed for medical reasons.

Annual Permit Fee - Cat not desexed by 4 months of age	Legislative	per animal	99.00	0%
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Dogs

Annual Permit Fee - Dog of restricted breed	Legislative	per animal	236.00	0%
Annual Permit Fee - Dog declared dangerous	Legislative	per animal	236.00	0%

Late Fees

Where permit fee is not paid within legislated 28 days	Legislative	per animal	23.00	0%
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Desexing Fees

Available to Eligible Pensioners, and Health Care Card Holders

Subsidised Cat Desexing (male/female)	Partial Cost	per cat	59.00	10%
Subsidised Dog Desexing (male)	Partial Cost	per dog	151.00	10%
Subsidised Dog Desexing (bitch)	Partial Cost	per dog	208.00	10%

Certificates of Compliance

Certificate of Compliance - Enclosures	Legislative	per certificate	150.00	0%
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Reviews

Review of Menacing/Dangerous Dog Declaration	Partial Cost	per declaration	360.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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REGULATORY

BUSKING APPROVALS

Permit Fees

Annual permit (expiry: 12 months from date applied for)	Market	per permit	50.00	0%
Quarterly permit (3 monthly)	Market	per permit	15.00	0%
Special busking permit safety review	Market	per permit	111.00	0%

REPLACEMENT PERMITS

Replacement permit - 12 month permit	Market	per permit	8.00	0%
Replacement permit - 3 month permit	Market	per permit	8.00	0%

PREMISES NUMBERS

Application fee for premises numbers other than those assigned

CBD	Full Cost	per permit	255.00	0%
Non-CBD	Full Cost	per permit	181.00	0%

TREE INSPECTIONS

Application for tree removal, inspection/approval

Fee	Partial Cost	per approval	98.00	0%
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STREET TREE PLANTING FOR DEVELOPMENT

400 litre trees (supply, plant and establishment maintenance)

Fee	Market	each	3,500.00	0%
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200 litre trees (supply, plant and establishment maintenance)

Fee	Market	each	2,200.00	0%
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100 litre trees (supply, plant and establishment maintenance)

Fee	Market	each	1,800.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CONSTRUCTION REGULATION				
HOISTING				
Application, Amendment and Approval to extend an approval for hoisting over roads using site-based devices				
Application Fee	Full Cost	per application	420.00	0%
HOARDINGS AND HOISTING				
Application, amendment and extensions of approvals for the erection of construction-related temporary structures on the public way				
<i>Application Fees</i>				
Type A Hoarding Application	Full Cost	per application	420.00	0%
Type B Hoarding Application	Full Cost	per application	825.00	0%
<i>Other Fees</i>				
Amendment and extension of an approval	Full Cost	per application	420.00	0%
Refunding of a fee prior to the expiry of an approval	Full Cost	per application	420.00	0%
Inspection Fee (including pre-approval or site establishment inspection fee, inspection of graphics)	Market	per inspection	398.00	0%
Neighbour notification for hoardings over laneways or referral to another authority (TransDev, Light Rail)	Full Cost	per application	276.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CONSTRUCTION REGULATION

HOARDINGS AND HOISTING

Hoarding Occupation Fee - Hoardings

"A" Type Hoardings

Without Traffic Barrier

Outside City Centre	Full Cost	lineal mt/week	9.20	0%
City Centre	Full Cost	lineal mt/week	12.39	0%

With Traffic Barrier Along the Kerb line

Outside City Centre	Full Cost	lineal mt/week	10.78	0%
City Centre	Full Cost	lineal mt/week	15.38	0%

"B" Type Hoardings (including Cantilevered Hoardings)

The storage of materials or plant may be permitted on decks, in limited circumstances. If permitted, the single storey shed rates apply, based on the width of the deck.

Without Sheds

Outside City Centre	Full Cost	lineal mt/week	12.39	0%
City Centre	Full Cost	lineal mt/week	17.42	0%

With Single Storey Site Sheds - single row

Outside City Centre	Full Cost	lineal mt/week	18.17	0%
City Centre	Full Cost	lineal mt/week	33.33	0%

With Single Storey Site Sheds - double row

Outside City Centre	Full Cost	lineal mt/week	36.33	0%
City Centre	Full Cost	lineal mt/week	66.69	0%

With Double Storey Site Sheds - Single row

Outside City Centre	Full Cost	lineal mt/week	35.29	0%
City Centre	Full Cost	lineal mt/week	49.67	0%

With Double Storey Site Sheds - Double row

Outside City Centre	Full Cost	lineal mt/week	70.68	0%
City Centre	Full Cost	lineal mt/week	99.90	0%

Hoarding Occupation Fee - forming a work/storage compound area

Please refer to the map in the City's Hoarding and Scaffolding Guidelines

Zone 1 - City Centre	Market	per m2/week	16.50	0%
Zone 2 - All other areas (non-City Centre)	Market	per m2/week	8.25	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CONSTRUCTION REGULATION

HOARDINGS AND HOISTING

Performance Bond for Hoarding on Footway

Minimum \$10,000 / Maximum \$100,000

"A" Type Hoardings

Non-granite paving	Zero	per sq mt of coverage	0.00	0%
Granite paving - minor works only (subject to the installation of protective coverings complying with the City's Hoarding & Scaffolding Guidelines)	Zero	per sq mt of coverage	0.00	0%
Granite paving (without protective coverings)	Security Deposit	per sq mt of coverage	768.00	0%

"B" Type Hoardings

Non-granite paving	Security Deposit	per lineal mt	1,532.00	0%
Granite paving	Security Deposit	per sq mt of coverage	768.00	0%

Compounds

Non-granite paving	Security Deposit	per lineal mt	1,532.00	0%
Granite paving	Security Deposit	per sq mt of coverage	768.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CONSTRUCTION REGULATION				
BARRICADES				
Placement on Footway				
Fee	Market	per week or part thereof	110.00	0%
Emergency Barricades and Lights				
Initial attendance (call-out)	Full Cost	each	383.00	0%
Time charge on site	Full Cost	per hour	75.93	0%
CRANE OPERATIONS				
Approval to stand and operate a mobile crane, cherry-picker, concrete boom pump, travel tower, boom lift, scissor lift etc				
Usage Fee	Market	per day or part thereof	218.00	0%
Usage Fee for the City's Contractors	Market	per day or part thereof	218.00	0%
Fee to amend application	Market	per amendment	218.00	0%
Hoisting activity over roadway from site installed devices, cranes, personnel hoist, materials hoist, swinging stage, master climber etc				
Fee	Market	per application	420.00	0%
Crane and Other Road Operations - Involving Temporary Partial Road Closure				
Major road lane closure - per lane	Market	per day or part thereof	1,415.00	0%
Minor road lane closure - per lane	Market	per day or part thereof	696.00	0%
Minor road lane closure - single residential dwelling only	Market	per day or part thereof	243.00	0%
TEMPORARY FOOTPATH CROSSINGS				
Standard Footway Crossing or Standard Conduit Ramp				
Fee	Market	per week or part thereof	110.00	0%
Standard Footway Crossing or Standard Conduit Ramp - for purpose of cleaning grease traps				
Per week or part thereof	Partial Cost	per approval	100.00	0%
Per month or part thereof	Partial Cost	per approval	176.00	0%
Per year or part thereof	Partial Cost	per approval	668.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CONSTRUCTION REGULATION

TEMPORARY WORKS

Hoarding Occupation Fee - forming a work/storage compound area

Please refer to the map in the City's Hoarding and Scaffolding Guidelines

Zone 1 - City Centre	Market	per m2/week	16.50	0%
Zone 2 - All other areas (non-City Centre)	Market	per m2/week	8.25	0%

Mobile scaffolds, concrete line pumps, ladders, abseil/rope access etc

Fee	Market	per week or part thereof	110.00	0%
Fee to amend application	Market	per week or part thereof	110.00	0%
Loading/Unloading - single residential properties only	Market	per week or part thereof	327.00	0%

OTHER PERFORMANCE BONDS

Trees impacted by development

(as required under a development or building application, or as advised by the City Greening and Leisure unit)

Security Deposit	Security Deposit	per tree	2000.00 - 20000.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CONSTRUCTION REGULATION				
WASTE CONTAINERS ON THE PUBLIC WAY - section 68 of the LGA Act 1993				
Applies to single residential dwellings				
Confiscation/Storage/Release Fee				
Small licenced bins 2.5m x 1.5m x 1m	Market	per container	1,117.00	0%
All other sizes exceeding above dimensions:	Market	per container	1,676.00	0%
WORKS ZONES				
See Ticket Parking Section for Parking Meter Space Removal Fees				
Deposit				
Project valued up to \$100,000	Security Deposit	per site	15,100.00	0%
Project valued over \$100,000	Security Deposit	per site	31,400.00	0%
Fees				
Application Fee (non refundable)	Full Cost	per application	1,990.00	0%
Invoice Amendment Fee (non refundable)	Full Cost	per invoice amendment	227.00	0%
Consultant Advice				
Fee (recovery of the City's costs plus 10% administration fee)	Full Cost	per occasion	Fee	0%
Core Area Works Zones				
All streets within area bounded by Alfred Street, Macquarie Street then Elizabeth Street to Eddy Avenue, Broadway and Wattle Street, plus Kings Cross.				
Note - Any fee increase approved by Council shall apply to existing and new Works Zones.				
Up to 12 hours per day, for the first 12 months	Market	per lineal mtr per week	156.00	0%
Up to 12 hours per day, after 12 months	Market	per lineal mtr per week	201.00	0%
Over 12 hours per day, for the first 12 months	Market	per lineal mtr per week	201.00	0%
Over 12 hours per day, after 12 months	Market	per lineal mtr per week	231.00	0%
Standard Works Zones				
(outside Core Area)				
Note - Any fee increase approved by Council shall apply to existing and new Works Zones.				
Up to 12 hours per day, for the first 12 months	Market	per lineal mtr per week	100.00	0%
Up to 12 hours per day, after 12 months	Market	per lineal mtr per week	132.00	0%
Over 12 hours per day, for the first 12 months	Market	per lineal mtr per week	122.00	0%
Over 12 hours per day, after 12 months	Market	per lineal mtr per week	161.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PROPERTIES, ROADS AND FOOTWAYS

FOOTWAY AND ROADWAY USAGE APPROVALS (including outdoor eateries)

Rental fee for use of footway and roadway areas

Zone 1 - Circular Quay; City Centre	Zero	per m2/annum	0.00	0%
Zone 1A - Darlinghurst; Woolloomooloo; South Sydney (East)	Zero	per m2/annum	0.00	0%
Zone 2 - Pyrmont; Ultimo; Chippendale; King Street Newtown; Glebe Point Road	Zero	per m2/annum	0.00	0%
Zone 3 - South Sydney (South)	Zero	per m2/annum	0.00	0%
Zone 4 - Glebe; Forest Lodge	Zero	per m2/annum	0.00	0%
Zone 5 - Regent Street and Redfern Street Redfern	Zero	per m2/annum	0.00	0%
Zone 6 - Darlinghurst Road and William Street	Zero	per m2/annum	0.00	0%
Zone 6A - Oxford Street	Zero	per m2/annum	0.00	0%
Zone 7 - Various CBD Laneways	Zero	per m2/annum	0.00	0%

Administration Fee

Administration Fee	Zero	per application	0.00	0%
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Security Deposit

\$500 or 3 months Licence Fee, whichever is the greater	Zero	per licence	0.00	0%
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Extension of an existing approved Footway and Roadway Usage Area, for a trial period.

The extension must be granted by a Resolution of Council, and may be for a trial period of up to 12 months.

Fee includes assessment, notification, and administration fees, and footway and roadway usage rental (for extended area only)	Zero	per application	0.00	0%
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FOOTWAY AND ROADWAY USAGE FOR OUTDOOR DINING - OTHER FEES

Footway and Roadway Usage Area - Infrastructure

Outdoor Dining Roadway Usage - Concrete Barrier Hire and Maintenance	Partial Cost	as specified in approval	Fee + GST	10%
Contribution to permanent outdoor dining works	Partial Cost	per site	Fee	10%

LICENCE FOR AIRSPACE ABOVE PUBLIC DOMAIN

Commercial - main streets

Fee	Market	per m2/week	Fee + GST	10%
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Commercial - other streets

Fee	Market	per m2/week	Fee + GST	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PROPERTIES, ROADS AND FOOTWAYS

ROAD CLOSURE AND SALE

Application Fee

Fee	Partial Cost	per application	9,750.00	0%
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Additional Fee

Application fee may vary based on costs incurred by the City to process application

Recoverable Fees (advertising, valuation etc)	Partial Cost	per application	Fee	0%
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LEASES and CONSENTS

- under sections 153,149 and 138 of the Roads Act 1993

Road Leasing Fees

Rental Charge	Market	per annum	Fee + GST	10%
Application Fee	Partial Cost	per application	5,580.00	10%

Stratum Leasing Fees for Airspace above or Tunnel below Roads

Rental Charge	Market	per annum	Fee + GST	10%
Recoverable Fees (advertising, valuation, etc)	Market	per application	Fee + GST	10%

Consent under S.138 Roads Act

Applicable to all S.138 consents, with the exception of Public Art

Rental Charge	Market	per annum	Fee + GST	10%
Recoverable Fees (advertising, valuation, etc)	Market	per application	Fee + GST	10%

Renewals

Application Fee	Partial Cost	per application	3,580.00	10%
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Assignment & Sub-lease

Application Fee	Partial Cost	per application	830.00	10%
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STREET VENDING CONSENT

- under section 139 of the Roads Act 1993

Administration

Fee	Partial Cost	per application	1,240.00	0%
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Rental Charge

Fee	Market	per annum	Fee	0%
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Recoverable Fees (advertising, valuation etc)

Fee	Market	per application	Fee	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
PROPERTIES, ROADS AND FOOTWAYS				
LICENCE FEE FOR INSTALLATION of SERVICE PIPELINES, CONDUITS AND CABLES				
- under the Roads Act or Easement Licence				
Stormwater pipelines				
Fee	Market	per metre, per annum	12.50	0%
Pipelines - Other than stormwater (up to 20 metres)				
Up to 0.1m in diameter and up to 20m in length	Market	per annum	260.00	0%
Between 0.1m and 0.2m in diameter and up to 20m in length	Market	per annum	520.00	0%
Over 0.2m in diameter and up to 20m in length	Market	per annum	780.00	0%
Additional pipelines within same excavation	Market	per metre, per annum	6.40	0%
Cables & Conduits (up to 20 metres)				
Fee	Market	per annum	390.00	0%
Pipelines, Cables and Conduits (greater than 20 metres)				
Underground	Market	per metre, per annum	1.30	0%
Above ground	Market	per metre, per annum	2.60	0%
Other Structures laid, erected, suspended, constructed or placed on, under or over a public place (Section 611 LGA Act 1993)				
Assessed on a commercial basis	Market	per annum	Fee	0%
ACCESS to CITY OWNED CONDUITS, METER CABINETS OR STRUCTURES UNDER A FACILITIES ACCESS AGREEMENT				
Installation of a cable in existing City owned conduit (rate applies for each cable installed)	Market	per metre, per annum	6.40	0%
Installation of supply authority meters in City owned meter cabinet	Market	per meter cabinet, per annum	345.00	0%
Other structures	Market	per annum	Fee	0%
FILLER BOX / FILLER LINES				
Annual Licence Fee				
Existing Installations Only	Market	per licence	190.00	0%
Inspection Fee				
(Chargeable only in the case of an application for permission to install a new petrol fill box or relocation of a petrol fill box)				
Fee	Market	each	77.50	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PROPERTIES, ROADS AND FOOTWAYS

OWNERS CONSENT FOR DEVELOPMENT APPLICATION (DA) - ON COUNCIL OWNED LAND

Application Fee for Owners Consent to Minor DA's (i.e. Shop Fit-out)

Fee	Partial Cost	per application	290.00	0%
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Application Fee for Owners Consent to Major DA's (i.e. Structures on, over or below Council Owned Land)

Fee	Partial Cost	per application	1,470.00	0%
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COMMERCIAL FILMING IN OR ON COUNCIL BUILDINGS

Filming charges apply as per Filming on Council Streets, Parks and Open Space

Additional Venue Hire Rates apply per building
by negotiation

Market	per hour	Fee	0%
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DISTRIBUTION OR DISPLAY OF ADVERTISING MATTER, OTHER MATERIALS AND ASSOCIATED STRUCTURES IN A PUBLIC PLACE

Long Term/Commercial Promotions

Assessed on a commercial basis	Market	per annum	Fee	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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ROADS MANAGEMENT

TEMPORARY ROAD CLOSURES FOR CONSTRUCTION WORKS AND MOBILE CRANES

Application Fees (non-refundable)

Application Fee	Market	per approval	2,010.00	0%
Deferred Date Application Fee	Market	per approval	1,110.00	0%

Road Closure Fees

Major Road - Temporary full closure per block (full day rate)	Market	per lane/day	2,190.00	0%
Minor road - Temporary full closure per block (full day rate)	Market	per lane/day	1,110.00	0%

Where road is closed for less than one day, the fee is calculated in 4-hour blocks, as a percentage of the full day rate for a major road closure or a minor road closure, as applicable

Less than 4 hours	Market	per closure	25.00%	0%
4 hours to less than 8 hours	Market	per closure	50.00%	0%
8 hours to less than 12 hours	Market	per closure	75.00%	0%
12 hours to less than 24 hours	Market	per closure	100.00%	0%
24 hours or more	Market	per closure	pro rata	0%

USER PAYS SIGNPOSTING (excluding Works Zones)

Administration Charge

Per street block	Full Cost	per approval	335.00	0%
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Signposting Cost

As per tender rates	Full Cost	per item	Fee	0%
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Urgent Installation Fee

Less than 14 days	Full Cost	per approval	131.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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ROADS MANAGEMENT

TEMPORARY ROAD CLOSURE FOR STREET EVENTS

Road Closure Fees

Temporary Full or Partial Major Road Closure

Commercial and Private Users

Commercial and Private Users	Market	per block per day	800.00	0%
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Non-Commercial Users

Non-Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Zero	per block per day	0.00	0%
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Temporary Full or Partial Minor Road Closure

Commercial and Private Users

Commercial and Private Users	Market	per block per day	400.00	0%
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Non-Commercial Users

Non-Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Zero	per block per day	0.00	0%
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Temporary Full Road Closure for Sporting Events

Commercial and Private Users

Commercial and Private Users (minimum: \$2,000.00)	Market	per 100 lineal metres	237.00	0%
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Non-Commercial Users

Non-Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Zero	per 100 lineal metres	0.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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ROADS MANAGEMENT

TEMPORARY ROAD CLOSURE FOR STREET EVENTS

Ticket Parking Space Usage Fees

Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	32.50	0%

ROAD CLOSURE VENUE HIRE FEES

Road Closure Venue Hire Fees

Where a closed road surface is used as an event space for infrastructure and patrons.

Commercial and Private Users

Commercial and Private Users	Market	per hour per location	77.00	10%
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Non-Commercial Users

Non-Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Zero	per hour per location	0.00	10%
Non-commercial, informative or artistic installations and activities	Zero	per hour per location	0.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
ROADS MANAGEMENT				
TEMPORARY ROAD CLOSURE FOR OTHER EVENTS				
(applies to temporary road closures required for traffic management / crowd control, for events held on land not owned by the City of Sydney; e.g. land owned by the Crown or under a trust)				
Application Fees				
<i>Commercial and Private Users</i>				
Full Road Closure	Market	per application	850.00	10%
Partial Road Closure	Market	per application	425.00	10%
<i>Non-Commercial Users</i>				
<i>(includes Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities and Non-Commercial Community Applicants)</i>				
Full Road Closure	Zero	per application	0.00	10%
Partial Road Closure	Zero	per application	0.00	10%
Road Closure Fees				
<i>Commercial and Private Users</i>				
Road Closure Fees	Full Cost	per lane per hour	22.00	10%
<i>Non-Commercial Users</i>				
<i>(includes Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities and Non-Commercial Community Applicants)</i>				
Road Closure Fees	Zero	per lane per hour	0.00	10%
ACTIVITIES REQUIRING APPROVAL OF COUNCIL - under section 116(2) of the Roads Act 1993				
Applications for Consent				
Advertising (recovery of the City's costs)	Full Cost	per newspaper advertisement	Fee	0%
Administration Fee	Partial Cost	per application	3,040.00	0%
OVERSIZE AND OVER MASS VEHICLE ACCESS				
Pavement Assessment (recovery of the City's costs)	Full Cost	per application	Fee	0%
Route Assessment	Partial Cost	per application	303.00	0%
MISCELLANEOUS				
Street Furniture Supply, Storage, Install and Remove				
Removal, storage and re-installation - includes power and plumbing disconnection and/or reconnection, where required.				
Assessed on a commercial basis	Full Cost	per approval	Fee + GST	10%
Driveway Linemarking				
Driveway Holding Lines	Market	per driveway	360.00	0%
Painted Chevron (recovery of the City's costs)	Full Cost	per driveway	Fee	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PUBLIC DOMAIN CHARGES

DEVELOPMENT SITES / S138 ROADS ACT APPROVALS

Note: Approval may be under a DA consent, or a Section 138 Roads Act 1993 application. Bonds may be retained in full by the City until all public domain construction and rectification works are completed to City standards and the required documentation is provided. A minimum of 10 % of the bond amount may be retained for the duration of the specified defects liability period.

Public Domain Works Bond

Applicable when works are constructed in the public domain (e.g.: for approved Public Domain Plans) and calculated on the total area (m²) and/or lineal metres (lm) of public domain works for each of the proposed materials listed below. A minimum area of 1 m² and/or a minimum length of 1 lm apply. The Bond may also include and be held against potential damage to the public domain that may arise during the works in lieu of a separate Public Domain Damage Bond, to allow release of a separate Public Domain Damage Bond.

Stone, Brick or Concrete Paver Footway	Security Deposit	per m2	935.00	0%
Asphalt or Concrete Footway	Security Deposit	per m2	428.00	0%
Stone, Brick or Concrete Paver Roadway	Security Deposit	per m2	935.00	0%
Asphalt Surfaced Roadway with Concrete Base	Security Deposit	per m2	781.00	0%
Asphalt Surfaced Roadway with DGB Roadbase	Security Deposit	per m2	542.00	0%
Concrete Roadway	Security Deposit	per m2	641.00	0%
Strip and Resurface Asphalt Roadway	Security Deposit	per m2	371.00	0%
Concrete Kerb & Gutter	Security Deposit	per lm	542.00	0%
Concrete Gutter Only	Security Deposit	per lm	327.00	0%
Concrete Kerb Only	Security Deposit	per lm	216.00	0%
Stone Kerb	Security Deposit	per lm	807.00	0%
Planted or Grassed Area	Security Deposit	per m2	129.00	0%
Trees	Security Deposit	each	1,692.00	0%

Public Domain Incomplete Lighting Works Bond

Applicable when the completion of lighting works are delayed, due to unforeseen circumstances beyond the developer's control

Incomplete Lighting Works - charged at cost of works, with a minimum charge of \$1,000.00	Security Deposit	per application	Fee	0%
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Public Domain Damage Bond

Applicable to all public domain frontages (including footpaths and roadway) where the frontages may be damaged during the development works. The Bond is calculated on the total area (m²) of public domain frontage plus 2m for each adjoining property, multiplied by the corresponding rate for the existing footpath and roadway surface treatment, as listed below. A minimum area of 1 m² applies. A Kerb and Gutter Damage Bond may also apply, as listed below.

Stone, Brick or Concrete Paver	Security Deposit	per m2	498.00	0%
Asphalt or Concrete	Security Deposit	per m2	225.00	0%

Kerb and Gutter Damage Bond

May be applied by the City for protection of stone kerbs and gutters from damage or loss during development activity.

Protection of Stone Kerb and/or Stone Gutter	Security Deposit	per lm	879.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
PUBLIC DOMAIN CHARGES				
DEVELOPMENT SITES / S138 ROADS ACT APPROVALS				
Note: Approval may be under a DA consent, or a Section 138 Roads Act 1993 application. Bonds may be retained in full by the City until all public domain construction and rectification works are completed to City standards and the required documentation is provided. A minimum of 10 % of the bond amount may be retained for the duration of the specified defects liability period.				
Public Domain Inspections for S138/S139 Roads Act Approvals				
<i>Inspection Fee - Works in the public domain - S138/S139 Roads Act Approvals</i>				
Fee based on the cost of public domain works.				
Not Exceeding \$10,000	Partial Cost	per application	1,383.00	0%
Greater than \$10,000, and up to \$50,000	Partial Cost	per application	2,550.00	0%
Greater than \$50,000, and up to \$250,000	Partial Cost	per application	5,093.00	0%
Greater than \$250,000, and up to \$500,000	Partial Cost	per application	12,730.00	0%
Greater than \$500,000, and up to \$1,000,000	Partial Cost	per application	20,368.00	0%
Greater than \$1,000,000, and up to \$2,000,000	Partial Cost	per application	30,553.00	0%
Greater than \$2,000,000, and up to \$5,000,000	Partial Cost	per application	42,432.00	0%
Greater than \$5,000,000	Partial Cost	per application	47,526.00	0%
Additional charge over \$5,000,000	Partial Cost	per \$1M, over \$5M	2,550.00	0%
Public Domain Inspection - Subdivision Works and Construction Certificates				
<i>Inspection Fee - works associated with land dedication</i>				
Fee based on cost of subdivision and associated works.				
Not exceeding \$10,000	Partial Cost	per application	1,383.00	0%
Greater than \$10,000, and up to \$50,000	Partial Cost	per application	2,550.00	0%
Greater than \$50,000, and up to \$250,000	Partial Cost	per application	5,093.00	0%
Greater than \$250,000, and up to \$500,000	Partial Cost	per application	12,730.00	0%
Greater than \$500,000, and up to \$1,000,000	Partial Cost	per application	20,368.00	0%
Greater than \$1,000,000, and up to \$2,000,000	Partial Cost	per application	30,553.00	0%
Greater than \$2,000,000, and up to \$5,000,000	Partial Cost	per application	42,432.00	0%
Greater than \$5,000,000	Partial Cost	per application	47,526.00	0%
Additional charge over \$5,000,000	Partial Cost	per \$1M, over \$5M	2,550.00	10%
<i>Review of Subdivision Works Documentation</i>				
Application Fee - Notice of Public Domain Subdivision Work and PC Review of All Construction Certificate Documentation	Partial Cost	per application	720.00	10%
Review of non-conforming works				
Applicable where a non-conformance report is required.				
Non-conformance report review fee	Partial Cost	per inspection	1,063.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PUBLIC DOMAIN CHARGES

DEVELOPMENT SITES / S138 ROADS ACT APPROVALS

Note: Approval may be under a DA consent, or a Section 138 Roads Act 1993 application. Bonds may be retained in full by the City until all public domain construction and rectification works are completed to City standards and the required documentation is provided. A minimum of 10 % of the bond amount may be retained for the duration of the specified defects liability period.

Dewatering Connection Fees

Application Fee (assessment of application)	Partial Cost	per application	868.00	0%
Peer Review Fee	Market	per application	2,820.00	10%
Additional peer review to reflect requested amendments or updates to approved plans	Partial Cost	per review	585.00	10%
Security Bond (required if an underground connection into the City's stormwater pit is approved)	Security Deposit	per connection	14,665.00	0%

DETERMINATION OF PUBLIC DOMAIN PLANS

Applicable for development consents or under S138 / S139 Roads Act approvals.

Single residential, small commercial or industrial property (less than 9 lm frontage)

Application fee (assessment of application)	Partial Cost	per street frontage	350.00	0%
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Multi-unit residential, larger commercial or industrial property (greater than 9 lm frontage)

Application fee (assessment of application)	Partial Cost	per street frontage	720.00	0%
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DETERMINATION OF PUBLIC DOMAIN LEVELS AND GRADIENTS

(where approval is not included with the development application)

Single residential, small commercial or industrial property (less than 9 lm frontage)

Application fee (assessment of application)	Partial Cost	per street frontage	350.00	0%
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Multi-unit residential, larger commercial or industrial property (greater than 9 lm frontage)

Application fee (assessment of application)	Partial Cost	per street frontage	720.00	0%
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STORMWATER DRAINAGE CONNECTIONS

Connection to a City-owned asset (such as a gully pit, or a junction pit).

Application fee (work associated with assessment of application)				
Note: an additional fee for the preparation of a positive covenant is chargeable in all cases (see Legal Document Preparation Fees)	Partial Cost	per connection	720.00	0%
Security Bond (required if no other public domain bond is held for damage or works)	Security Deposit	per connection	14,665.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PUBLIC DOMAIN CHARGES

SECTION 138/139 ROADS ACT - INSTALLATION OF TEMPORARY GROUND ANCHORS IN THE ROAD RESERVE

Application Fee

Not exceeding \$10,000

Fee	Market	per application	720.00	0%
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Greater than \$10,000, and up to \$100,000

Fee plus	Market	per application	720.00	0%
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In excess of \$10,000	Market	per \$1,000 over \$10,000	7.06	0%
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Greater than \$100,000, and up to \$500,000

Fee plus	Market	per application	1,355.40	0%
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In excess of \$100,000	Market	per \$1,000 over \$100,000	3.53	0%
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Greater than \$500,000, and up to \$1,000,000

Fee plus	Market	per application	2,767.40	0%
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In excess of \$500,000	Market	per \$1,000 over \$500,000	3.53	0%
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Exceeding \$1,000,000

Fee plus	Market	per application	4,532.40	0%
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In excess of \$1,000,000	Market	per \$1,000 over \$1,000,000	3.53	0%
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Inspection Fee

Fee	Partial Cost	per application	407.00	0%
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Damage Security Bond for Temporary Ground Anchors in the City's footway or roadway

Note: minimum bond of \$250,000.00. Bonds will be retained in full by the City until six months after the de-stressing of the ground anchors has been accepted by the City.

Security Bond	Security Deposit	per lineal metre of frontage	8,540.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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DRIVEWAY, ROADWAY, FOOTWAY AND KERB & GUTTER CHARGES WHERE WORKS ARE PERFORMED BY THE APPLICANT OR THEIR CONTRACTOR

ROAD OPENING PERMITS

Road Opening Permit

Road Opening Permit Fee (chargeable in all cases)	Market	per permit	146.00	0%
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ROADWAY, FOOTWAY, KERB & GUTTER CHARGES

Security Deposit (refundable 12 months after works are completed to City specification, and are in accordance with the City's Standard Conditions for Openings)

Fee = 100% of calculated GST Inclusive Council Restoration Charge where works are undertaken by the City (refer below)	Security Deposit	per permit	Fee	0%
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Inspections by the City

Inspection of restoration work performed by applicant or their contractors

Standard Inspection - Restorations	Market	per restoration	525.00	0%
Additional Inspections - Restorations	Market	per inspection	330.00	0%

DRIVEWAY CHARGES

Security Deposit

Deposits will be refunded when the construction works are deemed complete, and final inspection verifies that the works are to City standards.

Security Deposit (refundable)	Security Deposit	per permit	3,220.00	0%
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Inspections by the City

Inspection of restoration work performed by applicant or their contractors

Standard Inspection - Driveway (confirm construction requirements and perform site inspections. Chargeable in all cases)	Market	each	1,030.00	0%
Additional Site Inspections - Driveway (applicable for corrective works)	Market	per inspection	330.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CONSTRUCTION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERBS & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL

- 1: All fees include cost of labour, materials, and overhead, unless stated.
2. Minimum charge per line item is 1 m² or 1 lm.
- 3: An additional surcharge of 40% over standard rate is charged for works in high traffic locations within the CBD, State or Regional Roads, or where required by RMS restrictions.

DRIVEWAY

Establishment Fee

All driveways constructed by the City will be charged an establishment fee for design and site costs.

Site Establishment - Driveway	Market	each	1,640.00	10%
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Construct Driveway

Stone, Brick or Concrete Pavers on a Reinforced Concrete Base (excluding paver supply)	Market	per m2	1,120.00	10%
Concrete Driveway	Market	per m2	660.00	10%

FOOTWAY

Construct Footway

Concrete Footway	Market	per m2	410.00	10%
Asphalt Footway & FCR Roadbase	Market	per m2	320.00	10%
Asphalt Footpath with Concrete Base	Market	per m2	655.00	10%
Strip & Resurface Asphalt Footway (no base repairs)	Market	per m2	235.00	10%

KERB AND GUTTER

Re-lay Kerb Stone (excluding kerb stone supply)

Re-lay Kerb Stone	Market	per lm	810.00	10%
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Supply Kerb Stones

Bluestone / Sandstone	Market	per lm	420.00	10%
Granite	Market	per lm	1,190.00	10%
Trachyte	Market	per lm	1,900.00	10%

Construct Kerb and Gutter

Concrete Gutter / Concrete Kerb	Market	per lm	370.00	10%
Concrete Kerb and Gutter	Market	per lm	610.00	10%
Stormwater Drainage Outlet in Kerbstone	Market	per outlet	640.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CONSTRUCTION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERBS & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL

- 1: All fees include cost of labour, materials, and overhead, unless stated.
2. Minimum charge per line item is 1 m² or 1 lm.
- 3: An additional surcharge of 40% over standard rate is charged for works in high traffic locations within the CBD, State or Regional Roads, or where required by RMS restrictions.

ROADWAY

Construct Roadway

Asphalt Surfaced Roadway & Concrete Base (including dowelling)	Market	per m2	1,275.00	10%
Concrete Roadway (including dowelling)	Market	per m2	825.00	10%
Asphalt Roadway & FCR Roadbase	Market	per m2	575.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERBS & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL

Restoration Charges - Notes

- 1: Prices quoted are inclusive of GST, unless indicated. However, in certain circumstances, where the cost of restoration works carried out by Council is recovered from utilities, the recovery of those costs may be exempt from GST. The recovery of restoration works costs will be exempt from GST where the restoration relates to works carried out by utilities or their authorised agents in relation to the placement, creation, maintenance, enhancement or removal of utility assets within the public road or public open space, as part of their responsibility of providing, managing and operating a utility network.
- 2: All fees include cost of labour, materials, and overhead, unless stated.
- 3: Minimum charge per line item is 1 m² or 1 lm.
- 4: An additional surcharge of 40% over standard rate is charged for works in high traffic locations within the CBD, State or Regional Roads, or where required by RMS restrictions.

RESTORATION CHARGES

Applicable to restoration of driveways, roadways, footways, kerb and gutter.

Road Opening Permit

Road Opening Permit Fee (chargeable in all cases)	Market	per permit	146.00	0%
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Security Deposit

Security Deposit	Security Deposit	per permit	3,220.00	0%
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Site Establishment Fee

Site Establishment Fee	Partial Cost	per site	400.00	10%
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Road Opening Inspection Fee

This fee is applied to each opened site for inspections, third party liaison, records review and management, scoping and confirmation. The City may group similar sites within the same street block.

Road Opening Inspection Fee	Market	per site	236.00	0%
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DRIVEWAY

Restore Driveway

Stone, Brick or Concrete Pavers on a Reinforced Concrete Base	Market	per m2	1,120.00	10%
Concrete Driveway	Market	per m2	660.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERBS & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL

Restoration Charges - Notes

- 1: Prices quoted are inclusive of GST, unless indicated. However, in certain circumstances, where the cost of restoration works carried out by Council is recovered from utilities, the recovery of those costs may be exempt from GST. The recovery of restoration works costs will be exempt from GST where the restoration relates to works carried out by utilities or their authorised agents in relation to the placement, creation, maintenance, enhancement or removal of utility assets within the public road or public open space, as part of their responsibility of providing, managing and operating a utility network.
- 2: All fees include cost of labour, materials, and overhead, unless stated.
- 3: Minimum charge per line item is 1 m² or 1 lm.
- 4: An additional surcharge of 40% over standard rate is charged for works in high traffic locations within the CBD, State or Regional Roads, or where required by RMS restrictions.

FOOTWAY

Restore Footway

Footway

Concrete Footway	Market	per m2	410.00	10%
Asphalt Footway & FCR Roadbase	Market	per m2	320.00	10%
Asphalt Footpath with Concrete Base	Market	per m2	655.00	10%
Strip & Resurface Asphalt Footway (no base repairs)	Market	per m2	235.00	10%
S/S Gutter Bridge with heelproof grate	Market	per m2	2,990.00	10%

Kerb Ramp

Any opening in a concrete or asphalt kerb ramp will require reconstruction of the whole kerb ramp.

Kerb Ramp (Concrete / Asphalt)	Market	per kerb ramp	2,900.00	10%
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Tactile Ground Surface Indicators (TGSI)

TGSI replacement is charged in addition to the Footway Restoration.

Directional Tactile (Strip)	Market	per strip	35.00	0%
Warning Tactile (Disc)	Market	per disc	6.00	0%

Associated Restoration Works

Garden / Grassed / Crushed Granite Area	Market	per m2	290.00	10%
Softfall / Tree Surround (Terrabond or similar material)	Market	per m2	550.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERBS & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL

Restoration Charges - Notes

- 1: Prices quoted are inclusive of GST, unless indicated. However, in certain circumstances, where the cost of restoration works carried out by Council is recovered from utilities, the recovery of those costs may be exempt from GST. The recovery of restoration works costs will be exempt from GST where the restoration relates to works carried out by utilities or their authorised agents in relation to the placement, creation, maintenance, enhancement or removal of utility assets within the public road or public open space, as part of their responsibility of providing, managing and operating a utility network.
- 2: All fees include cost of labour, materials, and overhead, unless stated.
3. Minimum charge per line item is 1 m² or 1 lm.
- 4: An additional surcharge of 40% over standard rate is charged for works in high traffic locations within the CBD, State or Regional Roads, or where required by RMS restrictions.

KERB AND GUTTER

1. To aid sustainability, the City encourages the preservation of existing kerbstones/pavers wherever possible.
2. Cracked and sawcut kerbstones/pavers are not reusable. Full replacement for all non-reusable kerbstones/pavers will be added to the permanent restoration to ensure the pre-road opening laid condition can be restored.
3. Reusable kerbstones/pavers must be returned in a clean state (fee of adhesive and/or mortar) to be accepted for re-use, to a designated storage location, at the instruction of the City's Restorations Coordinator.
4. A City Delivery Record of Reusable Kerbstones/Pavers (Road Opening Permit details plus reusable kerbstone/paver type and quantity in lm) is required to avoid the cost of replacement kerbstones/pavers being added to the permanent restoration charges.
5. Kerbstones/pavers may only be returned to the designated City storage location during business hours and following prior arrangement.
6. The City cannot guarantee availability of replacement kerbstones/pavers. Supply of replacement kerbstones/pavers may require research and sourcing from commercial suppliers, at the applicant's cost.
7. Where exact matching kerbstones/pavers are no longer available, the closest match alternative kerbstone/paver available will be substituted and, if due to size, texture or colour variations, the restoration may require replacement of a larger area than the initially measured permanent restoration, at the applicant's cost.

Re-lay Kerb Stone (excluding kerb stone supply)

Re-lay Kerb Stone	Market	per lm	810.00	10%
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Supply Kerb Stones

Bluestone / Sandstone	Market	per lm	420.00	10%
Granite	Market	per lm	1,190.00	10%
Trachyte	Market	per lm	1,900.00	10%

Construct Kerb and Gutter

Concrete Kerb / Concrete Gutter (may include Unreinforced Dish Gutter up to 900mm wide)	Market	per lm	370.00	10%
Concrete Kerb & Gutter	Market	per lm	610.00	10%
Extended Kerb Inlet (recovery of the City's costs to supply and install)	Full Cost	each	Fee + GST	10%
Stormwater Drainage Outlet in Kerbstone	Market	per outlet	640.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERBS & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL

Restoration Charges - Notes

- 1: Prices quoted are inclusive of GST, unless indicated. However, in certain circumstances, where the cost of restoration works carried out by Council is recovered from utilities, the recovery of those costs may be exempt from GST. The recovery of restoration works costs will be exempt from GST where the restoration relates to works carried out by utilities or their authorised agents in relation to the placement, creation, maintenance, enhancement or removal of utility assets within the public road or public open space, as part of their responsibility of providing, managing and operating a utility network.
- 2: All fees include cost of labour, materials, and overhead, unless stated.
3. Minimum charge per line item is 1 m² or 1 lm.
- 4: An additional surcharge of 40% over standard rate is charged for works in high traffic locations within the CBD, State or Regional Roads, or where required by RMS restrictions.

ROADWAY

Restore Roadway

Roadway

Asphalt Surfaced Roadway & Concrete Base (including dowelling)	Market	per m2	1,275.00	10%
Concrete Roadway (including dowelling)	Market	per m2	825.00	10%
Asphalt Roadway & FCR Roadbase	Market	per m2	575.00	10%
Strip & Resurface Asphalt Roadway (no base repairs)	Market	per m2	410.00	10%
Stencilling of Concrete or Asphalt Stencilling is charged in addition to the Roadway Restoration.	Market	per m2	115.00	10%

Bicycle Lane

Roadway restoration in designated bicycle lanes must be the full width of the designated bicycle lane and a minimum 1 metre in length to provide a safe permanent restoration for bicycle riders

Bicycle Lane Separator - Concrete

1. Bicycle Lane Separator Fees are charged in addition to the Roadway Restoration 2: Bicycle Lane Separator replacement must be measured to the nearest full section lock-in joint at each end.	Market	per lm	260.00	10%
Supply & Installation Any Bicycle Lane Counter/Loop damaged during road openings requires complete unit replacement in the permanent restoration.	Market	per installation	14,790.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERBS & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL

Restoration Charges - Notes

- 1: Prices quoted are inclusive of GST, unless indicated. However, in certain circumstances, where the cost of restoration works carried out by Council is recovered from utilities, the recovery of those costs may be exempt from GST. The recovery of restoration works costs will be exempt from GST where the restoration relates to works carried out by utilities or their authorised agents in relation to the placement, creation, maintenance, enhancement or removal of utility assets within the public road or public open space, as part of their responsibility of providing, managing and operating a utility network.
- 2: All fees include cost of labour, materials, and overhead, unless stated.
- 3: Minimum charge per line item is 1 m² or 1 lm.
- 4: An additional surcharge of 40% over standard rate is charged for works in high traffic locations within the CBD, State or Regional Roads, or where required by RMS restrictions.

ROADWAY

Lane/Space Coating

Coating Fees (for bicycle lanes, car share spaces etc) are charged in addition to the Roadway Restoration surface and base required.

Bicycle Lane / Car Share Space Coating Fee	Market	per m2	70.00	10%
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Linemarking

- 1: A linemarking fee is charged in addition to the roadway restoration surface and base materials required.
- 2: Linemarking includes lines, symbols and text adhered to the roadway.

Linemarking fee	Market	per lm	35.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERBS & GUTTERS WHERE WORKS ARE PERFORMED BY COUNCIL

Restoration Charges - Notes

- 1: Prices quoted are inclusive of GST, unless indicated. However, in certain circumstances, where the cost of restoration works carried out by Council is recovered from utilities, the recovery of those costs may be exempt from GST. The recovery of restoration works costs will be exempt from GST where the restoration relates to works carried out by utilities or their authorised agents in relation to the placement, creation, maintenance, enhancement or removal of utility assets within the public road or public open space, as part of their responsibility of providing, managing and operating a utility network.
- 2: All fees include cost of labour, materials, and overhead, unless stated.
3. Minimum charge per line item is 1 m² or 1 lm.
- 4: An additional surcharge of 40% over standard rate is charged for works in high traffic locations within the CBD, State or Regional Roads, or where required by RMS restrictions.

DECORATIVE PAVING

1. To aid sustainability the City encourages the preservation of existing pavers wherever possible.
2. Cracked and sawcut pavers are not reusable. Full paver replacement for all non-reusable pavers will be added to Permanent Restoration to ensure Per Road Opening laid condition can be restored.
3. Reusable Pavers must be returned to the City Stoneyard in a clean state (free of adhesive and/or mortar) to be accepted for reuse.
4. City Stoneyard Delivery Record of Reusable Pavers (Road Opening Permit details plus reusable paver type and quantity in m²) is required to avoid the cost of replacement pavers being added to the Permanent Restoration charges.
5. Pavers may only be returned to the City Stoneyard during business hours and following prior arrangement.
6. The City cannot guarantee availability of replacement pavers. Supply of replacement pavers may require research and sourcing from commercial suppliers at the Applicant's cost.
7. Where exact matching pavers are no longer available the closest match alternative paver will be substituted and due to size, texture or colour variations may require the replacement of a larger area than the initially measured permanent restoration at the Applicant's cost.

Restore Decorative Paving

Re-lay Stone, Brick or Concrete Pavers and Reseal Pavers and Restore Concrete Base (excluding paver supply)	Market	per m2	890.00	10%
Re-lay Stone, Brick or Concrete Pavers and Reseal Pavers where no base repairs are required (excluding paver supply)	Market	per m2	550.00	10%
Supply Replacement Stone Pavers	Market	per m2	590.00	10%
Supply Replacement Brick or Concrete Pavers	Market	per m2	125.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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MISCELLANEOUS INFRASTRUCTURE CHARGES

MISCELLANEOUS INFRASTRUCTURE CHARGES

Note: For all sites in the public domain, including utility restoration sites where applicable.

Additional Infrastructure Works

Works required to repair or restore the City's infrastructure (and not otherwise specified as a restoration or construction charge)

Market	per site	Fee + GST	10%
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Supply, Installation and Removal of Street Furniture

Remove, Reposition, Supply or Install Street Furniture (including Bollard, Bin, Seat, Bubbler, Bike Furniture)

Full Cost	each	Fee + GST	0%
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Temporary Removal of Bollard (unlock, remove and reinstate bollard)

Full Cost	per site	160.00	0%
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Other Infrastructure Charges

Supply and Lay Stormwater Downpipe Connection (property to kerb)

Market	per metre	325.00	10%
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Cleaning and Sealing of Granite or Other Type of Pavers

Market	per m2	61.00	10%
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Reset of private service access lids installed above/below finished service level

Market	each	720.00	10%
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Make Safe - For all Hazards

Make Safe is only used to urgently remove a hazard to the community and does not preclude the contractor or authority from carrying out further works. Photographic evidence of the hazard will support any charges billed.

Temporary Make Safe of a Hazard	Market	per site	560.00	10%
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Complex Works / Technical Inspections

Allows for, but not limited to: staff or contractor investigative costs; CCTV of drainage assets; core holes, compaction tests; stormwater drainage repairs - gully pits, pipes, lines, pit lintels, sub-soil drains; replacement of traffic calming facilities affected by road openings (such as chicanes, pedestrian refuges, and roundabouts); and clean-up costs.

Recovery of the City's costs for hidden damage to affected surrounding/adjacent infrastructure (including overhead costs)

Full Cost	each	Fee	0%
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Artwork on Footway/Roadway or in Public Domain

e.g.: mosaics, in-fill lettering, special materials and shapes etc.

Installation fee (recovery of the City's costs to supply and install)

Full Cost	per site	Fee	0%
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Street Lighting Modifications

Based on the cost of removal (as assessed by Ausgrid) of Ausgrid-owned lighting assets.

Recovery of the City's costs	Full Cost	each	Fee	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CAR SHARING PROGRAM

CAR SHARE PARKING

Car Share Parking Fees

Car Share Parking Space Application, Installation and Administration Fee	Partial Cost	per bay	2,790.00	0%
Administration Fee (for minor changes to bays i.e.: change of operator)	Partial Cost	per bay	540.00	0%
Removal of a Car Share space (recovery of the City's costs)	Full Cost	per bay	Fee	0%
Replacement Annual Car Share Permit	Partial Cost	per permit per year	30.00	0%
Parking Space Levy (recovery of the City's costs)	Full Cost	per bay	Fee	0%
Car Share Annual Permit Fee	Partial Cost	per permit per year	194.00	0%
New Car Share Operator Application Fee	Partial Cost	per application	1,935.00	0%

ELECTRIC VEHICLE CHARGING ON-STREET PARKING SPACES

ELECTRIC VEHICLE CHARGING ON-STREET PARKING SPACES

Electric Vehicle Parking Space Fees

Applications for electric vehicle charging on-street parking spaces are made for two parking spaces/bays per application. Each annual permit is granted for two parking spaces/bays.

Electric Vehicle Parking Space Application, Installation and Administration Fee	Partial Cost	per two bays	4,180.00	0%
Administration Fee (for minor changes to bays i.e.: change of operator)	Partial Cost	per two bays	900.00	0%
Removal of an Electric Vehicle space (recovery of the City's costs)	Full Cost	per two bays	Fee	0%
Electric Vehicle Charging Space Annual Permit	Partial Cost	per permit per year	390.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PARKING PERMITS

RESIDENT PARKING PERMITS

Resident Parking Permit

All Precincts

1st Permit - 1 year

Very Low Environmental Impact - GVG Emissions 111.9 or less (was 4 stars or more), motorcycles and scooters	Partial Cost	per permit	48.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	per permit	69.00	0%
Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG (Standard Fee)	Partial Cost	per permit	91.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	183.00	0%

2nd Permit - 1 year

Very Low Environmental Impact - GVG Emissions 111.9 or less (was 4 stars or more), motorcycles and scooters	Partial Cost	per permit	71.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	per permit	106.00	0%
Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG (Standard Fee)	Partial Cost	per permit	141.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	280.00	0%

Pensioners on Full Benefits

1st Permit - 1 year

Very Low Environmental Impact - GVG Emissions 111.9 or less (was 4 stars or more), motorcycles and scooters	Partial Cost	per permit	7.00	0%
Low Environmental Impact - GVG 112-186.5 Emissions (was 3 to 3.5 stars)	Partial Cost	per permit	11.00	0%
Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG (Standard Fee)	Partial Cost	per permit	14.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	27.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
PARKING PERMITS				
RESIDENT PARKING PERMITS				
Resident Parking Permit				
<i>Pensioners on Full Benefits</i>				
2nd Permit - 1 year				
Very Low Environmental Impact - GVG Emissions 111.9 or less (was 4 stars or more), motorcycles and scooters	Partial Cost	per permit	29.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	per permit	42.00	0%
Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG (Standard Fee)	Partial Cost	per permit	58.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	116.00	0%
3-month and Interim Parking Permits (dependent on eligibility)				
3 Month / Interim Parking Permit	Partial Cost	per permit	80.00	10%
Support Worker Parking Permit				
Limit of 1 Permit for each vehicle used to provide in-home care	Partial Cost	per permit	60.00	0%
Carers' Parking Permit				
Limit of 1 Permit per household annually	Partial Cost	per permit	60.00	0%
Replacement Permit (subject to submission of statutory declaration)	Partial Cost	p.a./permit	30.00	0%
Resident Visitor Parking Permit				
Note: annual allotments in lots of 10 only are able to be purchased.				
Visitor Permit - 10 Permit annual allocation	Partial Cost	p.a./ allotment	23.00	0%
Visitor Permit - 10 Permit annual allocation - pensioner	Partial Cost	p.a./ allotment	11.00	0%
Visitor Parking Permit - Tradespersons				
Limit of six 1-week permits per household annually	Partial Cost	p.a./permit	60.00	0%
Replacement Residential Parking Permits (all types of residential parking permits)				
Replacement Residential Parking Permit - Standard	Partial Cost	per permit	30.00	0%
Replacement Residential Parking Permit - Pensioner	Partial Cost	per permit	10.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PARKING PERMITS

BUSINESS PARKING PERMIT

Business Parking Permit

Business Parking Permit

Very Low Environmental Impact - GVG Emissions 111.9 or less (was 4 stars or more), motorcycles and scooters	Partial Cost	per permit	48.00	0%
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	per permit	69.00	0%
Medium Environmental Impact - GVG Emissions 186.6-261.1 (was 2 to 2.5 stars) OR not in GVG (Standard Fee)	Partial Cost	per permit	91.00	0%
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	183.00	0%

Replacement Business Parking Permit

Replacement Business Parking Permit	Partial Cost	per permit	30.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PARKING STATIONS

GOULBURN ST PARKING STATION

Permanent Parking

Unreserved Parking - Electric Vehicle	Market	monthly	400.00	10%
Unreserved Parking - General	Market	monthly	460.00	10%
Unreserved Parking (Resident Parking within 500 metres)	Market	monthly	420.00	10%
Reserved Parking - General	Market	monthly	600.00	10%
Unreserved Parking - Motorcycle/Moped	Market	monthly	120.00	10%

Casual Parking

Casual Parking - maximum hourly rate	Market	flat rate	12.00	10%
Casual Parking - maximum daily rate	Market	flat rate	50.00	10%

Evening Rates (entry and exit conditions apply)

Monday - Friday (maximum charge)	Market	flat rate	20.00	10%
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Weekend Parking Rates (entry and exit conditions apply)

Weekends and Public Holidays (maximum charge)	Market	flat rate	20.00	10%
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Casual Parking Meter Rates - Other Transport Modes

Motorcycle/Moped	Market	per hour	2.00	10%
Motorcycle/Moped	Market	flat rate	14.00	10%

Reduced Parking Fee - Rooftop Special (if offered)

Fee - maximum charge (entry and exit conditions apply)	Market	flat rate	22.00	10%
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Lost Ticket Fee

Monday - Sunday, Public Holidays	Market	per ticket per day	50.00	10%
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Discount Parking

Community Groups	Market	flat rate	15.00	10%
Charity Groups	Market	flat rate	15.00	10%
Police	Market	flat rate	16.00	10%
Approved City of Sydney Contractors working at Car Park	Zero	flat rate	0.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PARKING STATIONS

GOULBURN ST PARKING STATION

Parking Rates - Parking Station Special Events

For special events held within parking stations

Parking Rates

Weekdays - per space (maximum charge)	Market	per day	25.00	10%
Weekends - per space (maximum charge)	Market	per day	20.00	10%

Security Deposit - Parking Station Special Events

For special events held within parking stations

Security Deposit

15% of Total Hire Cost - minimum \$1,000.00	Security Deposit	per day	Fee	0%
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Administration/Cleaning Fees - Events

Fee (on application)	Market	per event	Fee	10%
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Commercial Filming at Parking Stations

As per Filming on Council Streets, Parks and Open Space

Additional venue hire rates apply per building by negotiation	Market	per hour	Fee	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
PARKING STATIONS				
KINGS CROSS PARKING STATION				
Permanent Parking				
Unreserved Parking - Electric Vehicle	Market	monthly	220.00	10%
Unreserved Parking - General	Market	monthly	290.00	10%
Unreserved Parking (Resident Parking within 500 metres)	Market	monthly	250.00	10%
Reserved Parking - General	Market	monthly	340.00	10%
Unreserved Parking - Motorcycle/Moped	Market	monthly	120.00	10%
Casual Parking				
Casual Parking - maximum hourly rate	Market	flat rate	10.00	10%
Casual Parking - maximum daily rate	Market	flat rate	50.00	10%
Evening Rates (entry and exit conditions apply)				
Monday - Friday (maximum charge)	Market	flat rate	20.00	10%
Weekend Parking Rates (entry and exit conditions apply)				
Weekends (maximum charge)	Market	flat rate	20.00	10%
Casual Parking - Other Transport Modes				
Motorcycle/Moped	Market	per hour	2.00	10%
Motorcycle/Moped	Market	flat rate	14.00	10%
Garage Parking				
Small	Market	monthly	390.00	10%
Large	Market	monthly	420.00	10%
Lost Ticket Fee				
Monday - Sunday, Public Holidays	Market	per ticket per day	50.00	10%
Discount Parking				
Community Groups	Market	flat rate	12.00	10%
Charity Groups	Market	flat rate	12.00	10%
Police	Market	flat rate	12.00	10%
Approved City of Sydney Contractors working at Car Park	Zero	flat rate	0.00	10%
Reduced Parking Fee - Basement Special (if offered)				
Fee - maximum (entry/exit conditions apply)	Market	flat rate	20.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PARKING STATIONS

KINGS CROSS PARKING STATION

Parking Rates - Parking Station Special Events

For special events held within parking stations

Parking Rates

Weekdays - per space	Market	per day	15.00	10%
Weekends - per space	Market	per day	15.00	10%

Security Deposit - Parking Station Special Events

For special events held within parking stations

Security Deposit

15% of Total Hire Cost - minimum \$1,000.00	Security Deposit	per day	Fee	0%
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Administration/Cleaning Fees - Events

Fee (on application)	Market	per event	Fee	10%
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Commercial Filming at Parking Stations

As per Filming on Council Streets, Parks and Open Space

Additional venue hire rates apply per building by negotiation	Market	per hour	Fee	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PARKING STATIONS

180 GEORGE ST SYDNEY

Bicycle Parking Facilities

Permanent Parking

Monthly subscription	Market	monthly	60.00	10%
Quarterly subscription	Market	quarterly	150.00	10%

Casual Parking

Daily Rate	Market	per day	5.00	10%
Weekly Rate	Market	per week	20.00	10%

Other Charges

Access card replacement	Market	per request	20.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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TICKET PARKING

TICKET PARKING CHARGES

Ticket Parking Charges

Area 1	Market	per hour	8.40	10%
Area 2	Market	per hour	6.40	10%

Ticket Parking Space Usage Fees

Applications - 3 business days notice is recommended

Administration Fee	Full Cost	per application	60.00	0%
Administration Fee - amendments and cancellations after initial application	Full Cost	per application	60.00	0%
Use of Ticket Parking Space - per space or 6m of kerb (Monday - Friday)	Full Cost	per space per day	110.00	0%
Use of Ticket Parking Space - per space or 6m of kerb (Saturday, Sunday and Public Holidays)	Full Cost	per space per day	75.00	0%

Ticket Parking Machine Removal/Relocation Fees

Administration Fee	Market	per application	60.00	0%
Administration Fee - amendments and cancellations after initial application	Full Cost	per application	60.00	0%

Ticket Parking Machine Relocation Fees (on new footing)

Per machine	Market	per relocation	1,285.00	0%
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Ticket Parking Machine Removal Fees

Per machine	Market	per removal	367.00	0%
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Ticket Parking Machine installation on New Footing

Per machine	Full Cost	per installation	918.00	0%
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Ticket Parking Machine Reinstallation on Existing Footing

Per machine	Full Cost	per re-installation	367.00	0%
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Tariff Programming

Per machine	Market	per tariff / programming	86.00	10%
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Tariff Card Replacement

Per machine	Market	per replacement	37.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CLEANSING & WASTE				
CLEANSING & WASTE - PLANT AND LABOUR				
Labour Hire				
Minimum Charge: 4 Hours. All plant must be operated by City of Sydney staff				
Supervisor	Market	per hour	68.00	10%
Supervisor (Nights & Weekends)	Market	per hour	111.00	10%
Supervisor (Public Holidays)	Market	per hour	166.00	10%
Operator	Market	per hour	61.00	10%
Operator (Nights and Weekends)	Market	per hour	87.00	10%
Operator (Public Holidays)	Market	per hour	130.00	10%
Plant Hire				
All plant must be operated by City of Sydney staff				
2 Tonne Tipper / Response Truck	Market	per 4 hours	281.00	10%
Road Sweeper	Market	per hour	386.00	10%
Garbage Compactor	Market	per hour	274.00	10%
Steam Plant	Market	per 4 hours	281.00	10%
Mobile Garbage Bin - Hire 240L	Market	per bin	13.00	10%
Mobile Garbage Bin - Delivery and Retrieval per 15 240L bin count	Market	per delivery	281.00	10%
Skip Bin Hire	Market	per unit	2,166.00	10%
Other Charges				
Tipping Fees - General Waste	Full Cost	per tonne	Fee + GST	10%
Tipping Fees - Comingled Recycling	Full Cost	per tonne	Fee + GST	10%
Graffiti Removal (recovery of the City's costs)	Full Cost	per hour	Fee + GST	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CLEANSING & WASTE

DOMESTIC WASTE CHARGES

Domestic Waste Management Annual Availability Charge (DWMAAC)
- under section 496 of the Local Government Act 1993

Single Services

Minimum Domestic Waste Charge (<120 litre red bin)	Full Cost	annual, per residual waste bin	348.00	0%
Domestic Waste Charge (120 litre red bin)	Full Cost	annual, per residual waste bin	529.00	0%
Domestic Waste Charge (240 litre red bin)	Full Cost	annual, per residual waste bin	1,064.00	0%

Shared Services: Determined by the total domestic general waste bin (red bin) capacity at the site, per week:

Minimum/Small: up to 80 litres;

Standard: 81 litres to 160 litres;

Large: 161 litres to 240 litres

Minimum Domestic Waste Charge 1 x weekly	Full Cost	annual, per dwelling	348.00	0%
Small Domestic Waste Charge 2 x weekly	Full Cost	annual, per dwelling	401.00	0%
Small Domestic Waste Charge 3 x weekly	Full Cost	annual, per dwelling	443.00	0%
Standard Domestic Waste Charge 1 x weekly	Full Cost	annual, per dwelling	529.00	0%
Standard Domestic Waste Charge 2 x weekly	Full Cost	annual, per dwelling	574.00	0%
Standard Domestic Waste Charge 3 x weekly	Full Cost	annual, per dwelling	632.00	0%
Large Domestic Waste Charge 1 x weekly	Full Cost	annual, per dwelling	830.00	0%
Large Domestic Waste Charge 2 x weekly	Full Cost	annual, per dwelling	877.00	0%
Large Domestic Waste Charge 3 x weekly	Full Cost	annual, per dwelling	948.00	0%
Extra Large Domestic Waste Charge 1 x weekly	Full Cost	annual, per dwelling	1,064.00	0%
Extra Large Domestic Waste Charge 2 x weekly	Full Cost	annual, per dwelling	1,111.00	0%
Extra Large Domestic Waste Charge 3 x weekly	Full Cost	annual, per dwelling	1,158.00	0%
Domestic Waste Charge, 7 day service area	Full Cost	annual, per dwelling	565.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CLEANSING & WASTE

STORMWATER MANAGEMENT SERVICE CHARGE

Annual Charge

Residential - Non-Strata	Full Cost	per property	25.00	0%
Strata Lot within Residential building	Full Cost	per lot	12.50	0%
Business - Non-Strata	Full Cost	per 350m2 or part thereof	25.00	0%
Strata lot within non-residential building (proportion of Business - Non Strata Charge - minimum charge of \$5.00)	Full Cost	per lot	Fee	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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FILMING

FILMING AND STILL PHOTOGRAPHY ON COUNCIL STREETS, PARKS AND OPEN SPACES

Ultra Low Impact Filming ("News Crew Style")

Generally less than 10 crew, 1 camera, sound and 1 light and not on the road, and no disruption to public access or services or parking requirements

Application Fees

Application Fee	Legislative	per booking	0.00	0%
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Low Impact Filming

11-25 crew, minimal vehicles, minimal equipment/lighting, small unit base

Application Fees

Application Fee	Legislative	per booking	150.00	0%
Site Inspection	Legislative	per booking	150.00	0%
Late Application Fee	Full Cost	per booking	600.00	0%

Parking Fees

Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	32.50	0%

Medium Impact Filming

26-50 crew, max 10 trucks, some equipment, unit base

Application Fees

Application Fee	Legislative	per booking	300.00	0%
Site Inspection	Legislative	per booking	150.00	0%
Late Application Fee	Full Cost	per booking	1,200.00	0%

Parking Fees

Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	32.50	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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FILMING

FILMING AND STILL PHOTOGRAPHY ON COUNCIL STREETS, PARKS AND OPEN SPACES

High Impact Filming

More than 50 crew, more than 10 trucks, significant construction, extensive equipment, large unit base

Application Fees

Application Fee	Legislative	per booking	500.00	0%
Site Inspection	Legislative	per booking	150.00	0%
Late Application Fee	Full Cost	per booking	2,000.00	0%

Parking Fees

Fees are subject to negotiation.

Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	32.50	0%

City of Sydney as a Tourist Destination

Application Fees

Application Fee	Zero	per booking	0.00	0%
Site Inspection	Zero	per booking	0.00	0%

Parking Fees

Fees are subject to negotiation.

Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	32.50	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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FILMING

FILMING AND STILL PHOTOGRAPHY ON COUNCIL STREETS, PARKS AND OPEN SPACES

Registered Charity or Not for Profit Organisation

When the production and applicant are a registered charity or a not for profit organisation, and the primary purpose of the production is the improvement of or benefit to the City of Sydney community

Application Fees

Application Fee	Zero	per booking	0.00	0%
Site Inspection Fee	Zero	per booking	0.00	0%

Parking Fees

Fees are subject to negotiation.

Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	32.50	0%

Educational Institution

When the production and application are by or on behalf of an educational institution relating directly to a course or curriculum-based assignment, and solely for a non-commercial purpose

Application Fees

Application Fee	Zero	per booking	0.00	0%
Site Inspection Fee	Zero	per booking	0.00	0%

Parking Fees

Fees are subject to negotiation.

Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space per 6m of kerb	Market	per car space per half day	32.50	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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FILMING

FILMING AND STILL PHOTOGRAPHY ON COUNCIL STREETS, PARKS AND OPEN SPACES

Parking Fees (Filming on Private Property)

When filming on private property only and parking is required

Application Fees

Parking Application Fee	Legislative	per booking	150.00	0%
Parking Application Fee (Late Application)	Full Cost	per booking	600.00	0%

Parking Fees

Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per day	95.00	0%
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space per half day	47.50	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per day	65.00	0%
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space per half day	32.50	0%

Traffic Control Assessment

Low (Partial Road Closure) (stop/slow traffic control on local or Council managed road - Police consultation required)	Legislative	per assessment	100.00	0%
Medium (Partial Road Closure) (stop/slow traffic control on a multi-lane or State road - Police and Transport for NSW consultation required)	Legislative	per assessment	300.00	0%

Road Closure Fees for Filming and Photography

These fees apply to all types of film productions

Temporary Full or Partial Major Road Closure	Market	per block per day	1,100.00	0%
Temporary Full or Partial Minor Road Closure	Market	per block per day	550.00	0%

Miscellaneous Charges

Site Supervision (Minimum 4 hour call out)	Market	per hour	82.50	10%
Catering in a Park or Open Space if filming on private property (provided no other activities are conducted on City of Sydney land)	Market	per hour	165.00	0%
Replacement of lost keys	Market	per occurrence	250.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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HIRE OF LANDMARK VENUES, OUTDOOR VENUES AND MARKETS

LANDMARK VENUES

The City of Sydney offers several landmark venues for hire. These landmark venues are: Sydney Town Hall, Centennial Hall, Lower Town Hall and ancillary spaces, Customs House (Barnet Long Room), Paddington Town Hall (Stapleton Hall), and Eternity Playhouse. Venue Hire Fees and associated charges relating to these venues are detailed in Appendix 1.

OUTDOOR VENUES

Venue hire and associated charges relating to Outdoor Venues are detailed in the Civic Spaces / Sportsfields / Parks section of this Schedule of Fees and Charges

MARKETS

Ongoing Markets

Venue Hire

Registered Charity or NFP Operator - 10% of gross stall holder fees (new markets attract no fee for the first 12 months of operation)	Market	per booking	Fee + GST	10%
Commercial Operator - standard rate - charged at 20% of gross stall holder fees	Market	per booking	Fee + GST	10%
Commercial Operator - introductory rate - charged at 10% of gross stall holder fees for the first 12 months of a newly established market licence. After 12 months, subsequent bookings will be charged at standard rates.	Market	per booking	Fee + GST	10%
Security Deposit	Security Deposit	per booking	Fee	0%

Site Maintenance Fee

Site Maintenance Fee - by negotiation	Market	per booking	Fee + GST	10%
Replacement of lost keys	Market	per occurrence	250.00	10%

PUBLIC LIABILITY INSURANCE (LANDMARK VENUES, OUTDOOR VENUES AND MARKETS)

Level 1

Venue Booking Fees < \$450 excluding GST	Partial Cost	per booking	30.00	10%
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Level 2

Venue Booking Fees between \$450 and \$1800 excluding GST	Partial Cost	per booking	110.00	10%
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Level 3

Venue Booking Fees > \$1800 excluding GST	Partial Cost	per booking	225.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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PUBLIC LIABILITY INSURANCE (HIRE OF COMMUNITY, CREATIVE AND LIBRARY VENUES)

PUBLIC LIABILITY INSURANCE (HIRE OF COMMUNITY, CREATIVE AND LIBRARY VENUES)

Public Liability Insurance (Community, Creative and Library Venues)

Fee - based on a set percentage of the venue booking fee (excluding GST)	Partial Cost	per booking	10.00	10%
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FEE WAIVER (COMMUNITY, CREATIVE AND LIBRARY VENUES)

The City waives community venue hire fees, and public liability insurance fees, for eligible community groups. This fee waiver is applicable to venue hire for community or creative purposes only. The fee waiver is granted by application only, and conditions apply. Please refer to the City's website for further details

Fee Waiver Venues include town halls, community halls, creative and recreation centres, and library venues and rooms. Venues are subject to availability.	Zero		0.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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COMMUNITY HALL HIRE

DISCOUNTED HIRE RATES

All Hirers

15% discount may be applied for block bookings of seven or more days for eligible hirers, on application, and subject to availability.

Partial Cost	per booking	Fee + GST	10%
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Community/Not for Profit Organisation/Social Enterprise

50% Discount applies to standard hire fee. Further discounts may be available to community groups on application only (conditions apply)

Partial Cost	per booking	Fee + GST	10%
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Self-Help Groups

50% Discount applies to Community/Not for Profit organisations/Social Enterprise fee. Available to self-help and support groups on application only (conditions apply). Further discounts may be available to self-help groups on application

Partial Cost	per booking	Fee + GST	10%
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Artistic Rehearsal

Discounted rates are available for rehearsals at selected venues only. Conditions apply.

Individual independent artist/creative practitioner

Weekday rate per hour	Partial Cost	per hour	15.50	10%
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Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	18.50	10%
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Group of independent artists/creative practitioners

Weekday rate per hour	Partial Cost	per hour	20.50	10%
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Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	22.50	10%
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Other Hirers

Discounts available for rehearsals at selected venues - on application only (conditions apply)

Partial Cost	per booking	Fee + GST	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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COMMUNITY HALL HIRE

STANDARD HIRE RATES

Alexandria Town Hall, Redfern Town Hall, Glebe Town Hall, Erskineville Town Hall, Waterloo Town Hall

Main Hall at all of the above venues (excluding Glebe Town Hall)

Weekday rate per hour	Market	per hour	65.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	98.50	10%
Weekday full day rate	Market	per day	393.50	10%
Weekend and public holiday full day rate	Market	per day	989.00	10%

Main Hall - Glebe Town Hall only

Weekday rate per hour	Market	per hour	79.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	118.50	10%
Weekday full day rate	Market	per day	475.00	10%
Weekend and public holiday full day rate	Market	per day	1,488.50	10%

Meeting Room (at all of the above venues)

Weekday rate per hour	Market	per hour	39.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	61.50	10%
Weekday full day rate	Market	per day	238.00	10%
Weekend and public holiday full day rate	Market	per day	618.00	10%

Small Hall (at all of the above venues)

Weekday rate per hour	Market	per hour	56.60	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	79.00	10%
Weekday full day rate	Market	per day	337.00	10%
Weekend and public holiday full day rate	Market	per day	791.00	10%

Chamber Hall A or B (half hall) - Glebe Town Hall only

Weekday rate per hour	Market	per hour	49.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	62.00	10%
Weekday full day rate	Market	per day	288.50	10%
Weekend and public holiday full day rate	Market	per day	607.50	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
COMMUNITY HALL HIRE				
STANDARD HIRE RATES				
Abraham Mott Hall				
Weekday rate per hour	Market	per hour	65.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	98.50	10%
Weekday full day rate	Market	per day	393.50	10%
Weekend and public holiday full day rate	Market	per day	989.00	10%
Peter Forsyth Auditorium				
Weekday rate per hour	Market	per hour	69.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	75.50	10%
Weekday full day rate	Market	per day	417.00	10%
Weekend and public holiday full day rate	Market	per day	752.00	10%
Brown St, Newtown				
Weekday rate per hour	Market	per hour	56.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	79.50	10%
Weekday full day rate	Market	per day	337.50	10%
Weekend and public holiday full day rate	Market	per day	791.00	10%
Benledi Community Room				
Weekday rate per hour	Market	per hour	56.60	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	79.50	10%
Weekday full day rate	Market	per day	337.50	10%
Weekend and public holiday full day rate	Market	per day	791.00	10%
Sydney Park Pavilion (Alan Davidson Facility)				
Weekday rate per hour	Market	per hour	79.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	118.50	10%
Weekday full day rate	Market	per day	475.00	10%
Weekend and public holiday full day rate	Market	per day	1,488.50	10%
Cliff Noble Centre, Booter Centre, Abraham Mott Community Room, Reg Murphy Centre, Harry Jensen Centre, Joseph Sargeant Centre, Redfern Oval Community Room, Mary McDonald Centre, Ron Williams Centre, St Helens Centre, Darlington Activity Centre				
Weekday rate per hour	Partial Cost	per hour	53.00	10%
Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	57.50	10%
Weekday full day rate	Market	per day	314.00	10%
Weekend and public holiday full day rate	Market	per day	574.50	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
COMMUNITY HALL HIRE				
STANDARD HIRE RATES				
The Rex Centre				
Weekday rate per hour	Market	per hour	65.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	75.50	10%
Weekday full day rate	Market	per day	393.50	10%
Weekend and public holiday full day rate	Market	per day	750.00	10%
Tote Building Community Space				
<i>Main Room and Community Spaces</i>				
Weekday rate per hour	Market	per hour	53.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	57.50	10%
Weekday full day rate	Market	per day	314.00	10%
Weekend and public holiday full day rate	Market	per day	574.50	10%
<i>Meeting Rooms</i>				
Weekday rate per hour	Market	per hour	27.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	29.00	10%
Weekday full day rate	Market	per day	158.50	10%
Weekend and public holiday full day rate	Market	per day	287.50	10%
East Sydney Community Arts Centre				
Weekday rate per hour	Market	per hour	53.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	57.50	10%
Weekday full day rate	Market	per day	314.00	10%
Weekend and public holiday full day rate	Market	per day	574.50	10%
Darlinghurst Community Space				
Weekday rate per hour	Market	per hour	53.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	57.50	10%
Weekday full day rate	Market	per day	314.00	10%
Weekend and public holiday full day rate	Market	per day	574.50	10%
Harold Park Tram Shed Community Space				
Weekday rate per hour	Market	per hour	79.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	118.50	10%
Weekday full day rate	Market	per day	475.00	10%
Weekend and public holiday full day rate	Market	per day	1,488.50	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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COMMUNITY HALL HIRE

STANDARD HIRE RATES

180 George St Sydney Community Space

Weekday rate per hour	Market	per hour	65.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	98.50	10%
Weekday full day rate	Market	per day	393.50	10%
Weekend and public holiday full day rate	Market	per day	989.00	10%

Robyn Kemmis Reserve Community Space

Weekday rate per hour	Market	per hour	36.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	54.50	10%
Weekday full day rate	Market	per day	221.50	10%
Weekend and public holiday full day rate	Market	per day	546.00	10%
Community	Partial Cost	per booking	0.00 - 15.00	10%

Sydney Park Cycling Centre

Weekday rate per hour	Market	per hour	36.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	54.50	10%
Weekday full day rate	Market	per day	221.50	10%
Weekend and public holiday full day rate	Market	per day	546.00	10%
Community	Partial Cost	per booking	0.00 - 15.00	10%

Green Square Public School Community Spaces

Zetland Ave Community Space 1, Zetland Ave Community Space 2

Weekday rate per hour	Market	per hour	65.50	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	98.50	10%
Weekday full day rate	Market	per day	393.50	10%
Weekend and public holiday full day rate	Market	per day	989.00	10%

Aunty Fay Carroll Hall (Hall), Dr Naomi Wing Auditorium (Multipurpose space 2)

Weekday rate per hour	Market	per hour	79.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	118.50	10%
Weekday full day rate	Market	per day	475.00	10%
Weekend and public holiday full day rate	Market	per day	1,488.50	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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COMMUNITY HALL HIRE

ADDITIONAL CHARGES

Applies to all Community Halls

Additional Charges

Elections - Election Day surcharge (charged in addition to the applicable daily rate)	Full Cost	per day	1,442.00	10%
Cleaning - quoted upon request	Market	per booking	Fee + GST	10%
Security - quoted upon request	Market	per booking	Fee + GST	10%
Room set up - quoted upon request	Market	per booking	Fee + GST	10%
Weddings Surcharge (Fee plus 10%)	Market	per booking	Fee + GST	10%
Lighting Rig Operator (Glebe Town Hall only) - quoted upon request	Market	per booking	Fee + GST	10%
Additional Site Inspections (by appointment, subject to availability)	Full Cost	per booking	94.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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LIBRARY HIRE

HIRE OF LIBRARY AS A VENUE

Hire of Library as a venue

Venue Hire

Venue Hire - Commercial	Market	per hour	245.00	10%
Venue Hire - Community	Market	per hour	122.50	10%

Additional Charges

Staff site supervision	Full Cost	per supervisor per hour	Fee + GST	10%
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HIRE OF LIBRARY ROOMS

Customs House Library, Green Square Library and Surry Hills Library

Room Hire

Commercial	Market	per hour	70.00	10%
Community	Partial Cost	per hour	35.00	10%
Concession	Partial Cost	per hour	19.00	10%

Darling Square Library

Available during library opening hours only.

Room Hire - Level 1

Idea Space - Half - Commercial	Market	per hour	60.00	10%
Idea Space - Half - Community Groups	Partial Cost	per hour	30.00	10%
Idea Space - Half - Concession	Partial Cost	per hour	19.00	10%
Idea Space - Full - Commercial	Market	per hour	105.00	10%
Idea Space - Full - Community Groups	Partial Cost	per hour	52.50	10%
Idea Space - Full - Concession	Partial Cost	per hour	32.00	10%

Additional Charges

Additional Charges

Security - quoted upon request	Market	per booking	Fee + GST	10%
AV Technician- quoted upon request, minimum 3 hours	Market	per booking	Fee + GST	10%
Cleaning Fee - applied if additional cleaning required (recovery of the City's costs)	Full Cost	per clean	Fee + GST	10%
Damage to equipment/furniture (recovery of the City's costs)	Full Cost	per repair	Fee + GST	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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COMMUNITY CENTRES

These centres contain multiple spaces for hire, and bathroom and kitchen facilities are shared. Additional conditions of use apply.

JOYNTON AVENUE CREATIVE CENTRE

Ground Floor Event and Meeting Room

Artists / Creative Practitioners / Community Members / Community Groups

(1 to 5 people)

Weekday rate per hour	Market	per hour	15.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	20.00	10%
Weekday rate per day	Market	per day	90.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	120.00	10%
Weekly hire rate	Market	per week	360.00	10%

Artists / Creative Practitioners / Community Members / Community Groups

(more than 5 people)

Weekday rate per hour	Market	per hour	30.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	40.00	10%
Weekday rate per day	Market	per day	180.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	240.00	10%
Weekly hire rate	Market	per week	720.00	10%

Not for Profit Organisations / Social Enterprises / Self-Help Groups

Weekday rate per hour	Market	per hour	30.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	40.00	10%
Weekday rate per day	Market	per day	180.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	240.00	10%
Weekly hire rate	Market	per week	720.00	10%

All other hirers

(minimum hire: 2 hours)

Weekday rate per hour	Market	per hour	53.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	57.00	10%
Weekday rate per day	Market	per day	318.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	342.00	10%
Weekly hire rate	Market	per week	1,272.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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COMMUNITY CENTRES

These centres contain multiple spaces for hire, and bathroom and kitchen facilities are shared. Additional conditions of use apply.

JOYNTON AVENUE CREATIVE CENTRE

Ground Floor Classroom and Kitchenette (includes non-exclusive use of outdoor space)

Artists / Creative Practitioners / Community Members / Community Groups (1 to 5 people)

Weekday rate per hour	Market	per hour	30.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	40.00	10%
Weekday rate per day	Market	per day	120.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	160.00	10%

Artists / Creative Practitioners / Community Members / Community Groups (more than 5 people)

Weekday rate per hour	Market	per hour	60.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	80.00	10%
Weekday rate per day	Market	per day	240.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	320.00	10%

Not for Profit Organisations / Social Enterprises / Self-Help Groups

Weekday rate per hour	Market	per hour	60.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	80.00	10%
Weekday rate per day	Market	per day	240.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	320.00	10%

All other hirers (minimum hire: 2 hours)

Weekday rate per hour	Market	per hour	210.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	420.00	10%
Weekday rate per day	Market	per day	1,260.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	2,520.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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COMMUNITY CENTRES

These centres contain multiple spaces for hire, and bathroom and kitchen facilities are shared. Additional conditions of use apply.

JOYNTON AVENUE CREATIVE CENTRE

Level 1 - Archways Gathering Space

*Artists / Creative Practitioners / Community Members / Community Groups
(1 to 5 people)*

Weekday rate per hour	Market	per hour	20.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	30.00	10%
Weekday rate per day	Market	per day	90.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	120.00	10%

*Artists / Creative Practitioners / Community Members / Community Groups
(more than 5 people)*

Weekday rate per hour	Market	per hour	40.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	60.00	10%
Weekday rate per day	Market	per day	140.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	220.00	10%

Not for Profit Organisations / Social Enterprises / Self-Help Groups

Weekday rate per hour	Market	per hour	40.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	60.00	10%
Weekday rate per day	Market	per day	140.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	220.00	10%

*All other hirers
(minimum hire: 2 hours)*

Weekday rate per hour	Market	per hour	110.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	220.00	10%
Weekday rate per day	Market	per day	660.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	1,520.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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COMMUNITY CENTRES

These centres contain multiple spaces for hire, and bathroom and kitchen facilities are shared. Additional conditions of use apply.

JOYNTON AVENUE CREATIVE CENTRE

Level 2 - Creative Work Space, Kitchenette and Veranda

Artists / Creative Practitioners / Community Members / Community Groups (1 to 5 people)

Weekday rate per hour	Market	per hour	30.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	40.00	10%
Weekday rate per day	Market	per day	120.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	160.00	10%

Artists / Creative Practitioners / Community Members / Community Groups (more than 5 people)

Weekday rate per hour	Market	per hour	60.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	80.00	10%
Weekday rate per day	Market	per day	240.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	320.00	10%

Not for Profit Organisations / Social Enterprises / Self-Help Groups

Weekday rate per hour	Market	per hour	60.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	80.00	10%
Weekday rate per day	Market	per day	240.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	320.00	10%

All other hirers (minimum hire: 2 hours)

Weekday rate per hour	Market	per hour	210.00	10%
Weekday evening, weekend and public holiday rate per hour	Market	per hour	420.00	10%
Weekday rate per day	Market	per day	1,260.00	10%
Weekday evening, weekend and public holiday rate per day	Market	per day	2,520.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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RECREATION / COMMUNITY CENTRES

REDFERN COMMUNITY CENTRE

Standard

Weekday rate per hour	Partial Cost	per hour	53.00	10%
Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	57.50	10%
Weekday full day rate	Partial Cost	per day	314.00	10%
Weekend and public holiday full day rate	Partial Cost	per day	574.50	10%

Community Rate

Community Rate - all spaces - on application (conditions apply)	Partial Cost	per hour	0.00 - 32.00	10%
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Additional Venue Hire Costs

Additional staffing	Full Cost	each	Fee + GST	10%
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107 REDFERN ST REDFERN

(Rates apply to all spaces: gallery, community space and rehearsal/performance space)

Standard

Weekday rate per hour	Partial Cost	per hour	53.00	10%
Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	57.50	10%
Weekday rate per day	Partial Cost	per day	314.00	10%
Weekday evening, weekend and public holiday rate per day	Partial Cost	per day	574.50	10%

Non-Indigenous individuals, groups and organisations, artists / creative practitioners and self-help groups

50% discount applies to the standard hire fee on application only. Further discounts may be available (conditions apply).	Partial Cost	per booking	Fee + GST	10%
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Community Rate

Aboriginal and Torres Strait Islander people and organisations

Hire fee - subject to application (conditions apply)	Partial Cost	per booking	0.00 - 32.00	10%
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Additional Venue Hire Costs

Additional staffing	Full Cost	each	Fee + GST	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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RECREATION / COMMUNITY CENTRES

119 REDFERN ST REDFERN

Standard

Weekday rate per hour	Partial Cost	per hour	53.00	10%
Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	57.50	10%
Weekday full day rate	Partial Cost	per day	314.00	10%
Weekend and public holiday full day rate	Partial Cost	per day	574.50	10%

Community Rate

All spaces - on application (conditions apply)	Partial Cost	per booking	0.00-32.00	10%
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Additional Venue Hire Costs

Additional staffing	Full Cost	each	Fee + GST	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
RECREATION / COMMUNITY CENTRES				
ULTIMO COMMUNITY CENTRE				
Court Hire - Standard				
Indoor 3/4 Court - Basketball / Badminton / Pickleball / Volleyball	Market	per hour	49.00	10%
Outdoor full court	Market	per hour	31.00	10%
Outdoor Pickleball Court	Market	per hour	15.00	10%
Casual Court use	Market	per person, per hour	0.00 - 7.00	10%
Table Tennis table hire	Market	per hour	0.00 - 15.00	10%
Court Hire - Community				
Indoor 3/4 Court - Basketball / Badminton / Pickleball / Volleyball	Partial Cost	per hour	34.00	10%
Outdoor full court	Partial Cost	per hour	22.00	10%
Outdoor Pickleball Court	Partial Cost	per hour	10.00	10%
Casual Court Use	Partial Cost	per person, per hour	0.00 - 7.00	10%
Table Tennis table hire	Partial Cost	per hour	0.00 - 15.00	10%
Sports Competition				
Sports Competition	Market	per comp	625.00	10%
Sports Competition - Weekly Fee	Market	per week	63.00	10%
Venue Hire				
Community/Not for Profit groups - a 50% discount applies to the standard hire fee. Further discounts may be available to community groups on application only (conditions apply)				
<i>Other Event Court Hire</i>				
Other Event Court Hire - Indoor Court	Market	per hour	99.00	10%
Other Event Court Hire - Court Peak (12.00pm-2.00pm and 6.00pm-8.00pm Monday to Thursday)	Full Cost	per hour	271.00	10%
Other Event Court Hire - Outdoor Court	Market	per hour	97.00	10%
<i>Art/Craft Room - Group hire rate</i>				
Standard Rate	Market	per hour	45.00	10%
<i>Littlebridge Hall Hire</i>				
Standard Rate	Market	per hour	77.00	10%
<i>Seminar Rooms 1 & 2</i>				
Standard Rate	Market	per hour	53.00	10%
Venue Hire				
<i>Courtyard - Area 1 or Area 2</i>				
Area 1 and Area 2 can be hired separately or together. If both are hired together the fee is doubled.				
Standard Rate	Market	per area, per hour	45.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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RECREATION / COMMUNITY CENTRES

ULTIMO COMMUNITY CENTRE

Equipment Hire and Sales

Equipment Hire	Partial Cost	each	0.00 - 200.00	10%
Equipment and Materials Sales (at market rate)	Market	per item	Fee + GST	10%

Additional Venue Hire Costs

Additional Staffing	Full Cost	each	Fee + GST	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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RECREATION / COMMUNITY CENTRES

PYRMONT COMMUNITY CENTRE

For gymnasium fees, up to a 30% discount off standard rates may apply for specific marketing initiatives. Further discounts off standard rates may be offered on application.

Gymnasium - Standard

6 month membership	Market	each	374.00	10%
3 month membership	Market	each	215.00	10%
1 month membership	Market	each	92.00	10%
10 visit pass	Market	each	130.00	10%
Casual visit	Market	each	16.50	10%

Gymnasium - Community

6 month membership	Partial Cost	each	111.00	10%
3 month membership	Partial Cost	each	64.00	10%
1 month membership	Partial Cost	each	28.00	10%
10 visit pass	Partial Cost	each	47.00	10%
Casual visit	Partial Cost	each	5.20	10%

Other Gymnasium Fees

Fitness Assessment and Fitness Program	Partial Cost	each	0.00 - 55.00	10%
Introductory Offer - first three visits (within 14 days of the first visit)	Zero	each	0.00	10%

Court Hire - Standard

Maybanke Outdoor Full Court	Market	per hour	30.00	10%
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Court Hire - Community

Maybanke Outdoor Full Court	Partial Cost	per hour	15.00	10%
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Community Room - Standard

Maybanke Community Room	Market	per hour	30.00	10%
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Community Room - Community

Maybanke Community Room	Partial Cost	per hour	15.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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RECREATION / COMMUNITY CENTRES

PYRMONT COMMUNITY CENTRE

Venue Hire

Community/Not for Profit groups - a 50% discount applies to the standard hire fee.

Further discounts may be available to community groups on application only (conditions apply)

Community Hall (Ground Floor)

Standard Rate	Market	per hour	63.50	10%
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Community Room 1 (Ground Floor)

Standard Rate	Market	per hour	37.00	10%
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Community Room 2 (Upstairs)

Standard Rate	Market	per hour	53.00	10%
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Community Room 3 (Upstairs)

Standard Rate	Market	per hour	27.00	10%
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Courtyard Area

Standard Rate	Market	per hour	45.00	10%
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Additional Venue Hire Costs

Additional Staffing	Full Cost	each	Fee + GST	10%
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Equipment Hire & Sales

Equipment Hire	Partial Cost	each	0.00 - 60.00	10%
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Equipment and Materials Sales (at market rate)	Market	each	Fee + GST	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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RECREATION / COMMUNITY CENTRES

JUANITA NIELSEN CENTRE (WOOLLOOMOOLOO)

For gymnasium fees, up to a 30% discount off standard rates may apply for specific marketing initiatives.
Further discounts off standard rates may be offered on application.

Gymnasium - Standard

6 month membership	Market	per person	374.00	10%
3 month membership	Market	per person	215.00	10%
1 month membership	Market	per person	92.00	10%
10 Visit Pass	Market	per person	130.00	10%
Casual visit	Market	per visit	16.50	10%

Gymnasium - Community

6 month membership	Partial Cost	per person	111.00	10%
3 month membership	Partial Cost	per person	64.00	10%
1 month membership	Partial Cost	per person	28.00	10%
10 Visit Pass	Partial Cost	per person	47.00	10%
Casual visit	Partial Cost	per visit	5.20	10%

Gymnasium - Off Peak

6 month membership	Partial Cost	per person	186.00	10%
3 month membership	Partial Cost	per person	109.00	10%
1 month membership	Partial Cost	per person	45.50	10%

Other Gymnasium Fees

Fitness Assessment and Fitness Program	Partial Cost	each	0.00 - 55.00	10%
Introductory Offer - first three visits (within 14 days of the first visit)	Zero	each	0.00	10%

Equipment Hire and Sales

Equipment Hire	Partial Cost	each	0.00 - 60.00	10%
Equipment and Materials Sales (at market rates)	Market	each	Fee + GST	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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RECREATION / COMMUNITY CENTRES

JUANITA NIELSEN CENTRE (WOOLLOOMOOLOO)

Venue Hire

Community/Not for Profit groups - a 50% discount applies to the standard hire fee.

Further discounts may be available to community groups on application only (conditions apply)

Community Hall/Community Room 1	Partial Cost	per hour	63.50	10%
Community Room 2	Partial Cost	per hour	27.50	10%
Consultation Room	Partial Cost	per hour	20.50	10%
Consultation Room 1/2 Day rate (4 hrs)	Partial Cost	per half day	72.50	10%
Consultation Room Full Day rate (8 hrs)	Partial Cost	per day	119.00	10%

Additional Venue Hire Costs

Additional AV Hire	Full Cost	per booking	103.50	10%
Additional Staffing	Full Cost	per hour	Fee + GST	10%

Application Fee - Special Events

e.g. weddings, birthday parties, funerals, kitchen mobile units

Application Fee - commercial and private users	Full Cost	per event	242.00	10%
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Additional Charges

Cleaning Fee	Market	per booking	Fee + GST	10%
Security Fee - quoted upon request	Market	per booking	Fee + GST	10%
Room set up - quoted upon request	Market	per booking	Fee + GST	10%
Commercial Kitchen surcharge (fee + 25%)	Market	per booking	Fee + GST	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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RECREATION / COMMUNITY CENTRES

KING GEORGE V RECREATION CENTRE

For gymnasium fees, up to a 30% discount off standard rates may apply for specific marketing initiatives.
Further discounts off standard rates may be offered on application.

Gymnasium - Standard

Ezypay - 12 month (52 weeks)	Partial Cost	per fortnight	40.00	10%
12 month membership	Market	each	850.00	10%
6 month membership	Market	each	457.00	10%
3 month membership	Market	each	244.00	10%
Ezypay - non-contract	Market	per fortnight	50.00	10%
20 visit pass	Market	each	308.00	10%
Casual visit	Market	each	18.00	10%
7 day pass	Market	each	43.50	10%

Gymnasium - Community

12 month membership	Partial Cost	each	212.00	10%
Ezypay - non-contract	Partial Cost	per fortnight	15.00	10%
6 month membership	Partial Cost	each	110.50	10%
Casual visit	Partial Cost	each	5.50	10%
20 visit pass	Partial Cost	each	96.00	10%
7 day pass	Partial Cost	each	13.00	10%
3 month membership	Partial Cost	each	63.50	10%

Other Gymnasium Fees

Personal Trainer/Medical Practitioner Fee - Individual	Market	per fortnight	383.00	10%
Introductory Offer - first 3 visits (within 14 days of first visit)	Zero	each	0.00	10%
Membership Cancellation fee - as per terms & conditions	Partial Cost	each	Fee + GST	10%
Off-Peak Group Gym Hire (minimum 15 persons)	Market	per person	10.50	10%

Court Hire - Standard

Community/Not for Profit Organisation/Social Enterprise - a 50% discount applies to standard hire fees.
Further discounts may be available to community groups on application only (conditions apply).

Indoor full court	Market	per hour	88.00	10%
Outdoor full court - Futsal	Market	per hour	66.00	10%
Casual court use	Market	per person, per hour	0.00 - 7.00	10%
Other Event Court Hire - Indoor Court	Market	per hour	136.00	10%
Other Event Court Hire - Court Peak (11.30am - 2.30pm & 5.30pm - 10.30pm Mon to Fri; 9.00am - 1.00pm Sat)	Full Cost	per hour	270.00	10%
Other Event Court Hire - Outdoor Court	Market	per hour	98.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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RECREATION / COMMUNITY CENTRES

KING GEORGE V RECREATION CENTRE

Sports Competitions

Senior Teams (Standard 16 Week Competition Entry Fee, pro-rata for the duration of the competition)	Market	per comp	1,643.00	10%
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Venue Hire

Community Room - Standard	Market	per hour	62.00	10%
Community Room - Community Group	Partial Cost	per hour	31.00	10%
Fitness Centre Exercise Floor - Standard	Market	per hour	83.00	10%
Fitness Centre Exercise Floor - Community Group	Market	per hour	41.00	10%

Additional Venue Hire Costs

Additional Staffing	Full Cost	each	Fee + GST	10%
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Equipment Hire and Sales

Shower use (non program users)	Partial Cost	per use	0.00 - 3.00	10%
Equipment Hire	Partial Cost	each	0.00 - 60.00	10%
Equipment and Materials Sales (at market rates)	Market	per item	Fee + GST	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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FILMING AND EVENTS AT COMMUNITY FACILITIES

COMMERCIAL FILMING/PHOTOSHOOTS

Additional venue hire rates apply. Refer to required facility for applicable rates

Recreation, Activity and Community Centre Filming Charges

Application Fee	Legislative	per booking	300.00	0%
Site Inspection Fee	Legislative	per booking	150.00	0%
Late Application Fee	Full Cost	per booking	1,200.00	0%

ADDITIONAL CHARGES AT COMMUNITY FACILITIES

ADDITIONAL CHARGES

Promotional and Advertising Events at Community Facilities

Application Fee - commercial and private users	Full Cost	per event	240.00	10%
Site Inspection Fee	Full Cost	per booking	185.00	10%
Late Application Fee	Full Cost	per booking	1,130.00	10%

Additional Venue Hire Costs at all Community Facilities

Applies to all centres

Staffing out of hours	Full Cost	each	Fee + GST	10%
Elections - Election Day surcharge (charged in addition to the applicable daily rate)	Full Cost	per election	1,442.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

Pool Entry

Casual Entry

Adults	Market	each	9.10	10%
Child	Partial Cost	each	5.90	10%
Concession	Partial Cost	each	6.80	10%

Families

The family rate is based on two adults and two children

Family	Market	per group	24.10	10%
Additional family member - adult	Market	each	9.10	10%
Additional family member - child	Partial Cost	each	5.90	10%
Additional family member - concession	Partial Cost	each	6.80	10%

Swim/Steam/Sauna

Adult	Market	each	17.50	10%
Concession	Partial Cost	each	13.10	10%

Swim/Steam/Sauna Multi-Visit Pass (10 visit)

Adult	Market	per pass	159.70	10%
Concession	Partial Cost	per pass	119.80	10%

Spectator

All ages	Partial Cost	each	4.00	10%
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City Access Card

Single

Aquatic	Partial Cost	each	2.00	10%
Hydro Class	Partial Cost	each	4.00	10%
Swimming Club	Partial Cost	each	2.00	10%
Gym	Partial Cost	each	5.50	10%
Fitness Class	Partial Cost	each	5.50	10%
Swimming Lesson	Partial Cost	each	4.00	10%

Multi-Visit Pass

Multi-Visit Pass (10 Visit)	Partial Cost	per pass	20.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

Swim Memberships

360 Go (Multi-Visit Passes 20 visit)

Adult	Market	per pass	146.80	10%
Concession	Partial Cost	per pass	110.10	10%

360 Learn to Swim Membership (Family)

Standard	Market	per fortnight	108.50	10%
Concession	Partial Cost	per fortnight	81.40	10%

360 Pro Swim only Membership

Unlimited swimming only

Joining Fee	Market	each	57.50	10%
Joining Fee (Concession)	Partial Cost	each	43.10	10%
Adult	Market	per fortnight	41.50	10%
Concession	Partial Cost	per fortnight	31.10	10%
Additional child (360 Child Add-on)	Partial Cost	per child, per fortnight	8.00	10%

Family Splash Membership

1 Adult and 1 Child	Market	per pass	290.00	10%
2 Adult and 1 Child	Market	per pass	527.00	10%
Additional child (child add-on)	Market	per child	48.00	10%

Schools (plus Lane Hire)

DEC program LGA public schools only (no lane hire)	Partial Cost	per participant	2.00	10%
Teacher supervised class	Market	per participant	5.20	10%
Centre supervised class	Market	per participant	9.90	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

Lane Hire - Community (plus pool entry)

25 metre	Market	per lane/hour	16.00	10%
50 metre	Market	per lane/hour	22.90	10%
Carnival Booking Fee (refundable)	Security Deposit	per booking	288.70	0%

Lane Hire - Commercial (plus pool entry)

25 metre	Market	per lane/hour	22.90	10%
50 metre	Market	per lane/hour	46.30	10%
Program Pool (part of)	Market	per lane/hour	53.70	10%
Hydrotherapy Pool	Market	per hour	253.10	10%

Aquatic Programs

Aquarobics

Single

Aquarobics	Market	per class	22.70	10%
Aquarobics Seniors	Partial Cost	per class	16.90	10%

Multi-Visit Pass

Aquarobic Multi (10 visit pass)	Market	per pass	203.80	10%
Aquarobic Concession Multi (10 visit pass)	Partial Cost	per pass	152.90	10%

Aqua Natal

(2 sessions per week x 8 weeks)

Aqua Natal Multi - Members	Partial Cost	per pass	236.90	10%
Aqua Natal Multi - Non-Members	Market	per pass	298.70	10%

Hydrotherapy (Aquatic Therapy) Classes

Adult	Market	per 45 minutes	22.10	10%
Concession	Partial Cost	per 45 minutes	16.60	10%
WAVES Program	Market	per class	8.80	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

Exercise Physiologist Services

Healthcare Provider

The City charges fees as set by the government authority administering the applicable health programs.

Please refer to Appendix 3 for further information.

Department of Veterans Affairs	Legislative	as defined by health program	Fee	10%
Chronic Disease GP Management Plans and Team Care Arrangements Program	Legislative	as defined by health program	Fee	10%
Workcover	Legislative	as defined by health program	Fee	10%

Private Session

Level 1

Initial Consultation - 60 minutes	Market	per consultation	100.00	10%
Standard Consultation - 30 minutes	Market	per consultation	65.00	10%
Standard Consultation - 45 minutes	Market	per consultation	80.00	10%
Standard Consultation - 60 minutes	Market	per consultation	100.00	10%
Group Session - 60 minutes (minimum of 4 people per group)	Market	per person	25.00	10%

Level 2

Initial Consultation - 60 minutes	Market	per consultation	140.00	10%
Standard Consultation - 30 minutes	Market	per consultation	75.00	10%
Standard Consultation - 45 minutes	Market	per consultation	110.00	10%
Standard Consultation - 60 minutes	Market	per consultation	140.00	10%
Group Session - 60 minutes (minimum of 4 people per group)	Market	per person	35.00	10%

Level 3

Initial Consultation - 60 minutes	Market	per consultation	165.00	10%
Standard Consultation - 30 minutes	Market	per consultation	83.00	10%
Standard Consultation - 45 minutes	Market	per consultation	125.00	10%
Standard Consultation - 60 minutes	Market	per consultation	165.00	10%
Group Session - 60 minutes (minimum of 4 people per group)	Market	per person	40.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

Learn to Swim

Direct Debit option only

Classes

1st child	Market	per class	23.15	0%
2nd child	Partial Cost	per class	22.00	0%
3rd child	Partial Cost	per class	20.90	0%

Private Lessons

Individual	Market	per 30 minutes	63.90	0%
Double Private	Market	per 30 minutes	93.00	0%
Swim Champs	Market	per 30 minutes	9.10	0%

Squads

Squad Fees

Casual Squad	Market	per class	18.60	10%
Junior Dolphins	Market	per fortnight	54.30	10%
Swimfit	Market	per class	18.60	10%

Squad Fees

(offered as fortnightly direct debit)

Bronze Squad (minimum 2 sessions per week)	Market	per fortnight	70.80	10%
Silver Squad (minimum 4 sessions per week)	Market	per fortnight	86.10	10%
Gold Squad (minimum 6 sessions per week)	Market	per fortnight	94.10	10%
Platinum Squad (minimum 6 sessions per week)	Market	per fortnight	95.70	10%
Blue Squad (minimum 4 sessions per week)	Market	per fortnight	53.20	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

360 Pro Health & Fitness Memberships

Discounts may apply for specific promotions or campaigns

Joining Fees

Joining Fee	Market	each	57.50	10%
Joining Fee (Concession)	Partial Cost	each	43.10	10%

Standard Package

Standard Package - Flexi Term	Market	per fortnight	66.40	10%
12 Plus + Package	Market	per fortnight	50.00	10%

Teen Gym

Fee	Partial Cost	per fortnight	31.40	10%
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Concession Package

Fee	Partial Cost	per fortnight	43.10	10%
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Corporate Package

Fee rates are negotiated based on maintaining a minimum number of memberships or casual attendances	Market	per fortnight	Fee + GST	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

Health and Fitness

Casual Entry

Adult	Market	each	25.50	10%
Concession	Partial Cost	each	19.10	10%

Personal Training - Single Session

Single Session (30 mins)	Market	each	69.00	10%
Single Session (60 mins)	Market	each	109.40	10%

Personal Training Multi-Visit Passes

Single Session (30 mins x 6 pack)	Market	per pass	338.30	10%
Single Session (30 mins x 10 pack)	Market	per pass	538.20	10%
Single Session (60 mins x 6 pack)	Market	per pass	563.40	10%
Single Session (60 mins x 10 pack)	Market	per pass	896.90	10%
Promotional Session (60 mins x 3 pack)	Market	per pass	206.40	10%

Personal Training Package

(Direct Debit membership)

1 session per week (30 mins)	Market	per fortnight	131.40	10%
2 sessions per week (30 mins)	Market	per fortnight	227.40	10%
3 sessions per week (30 mins)	Market	per fortnight	321.80	10%
1 Session per week (60 mins)	Market	per fortnight	195.60	10%
2 sessions per week (60 mins)	Market	per fortnight	361.60	10%
3 sessions per week (60 mins)	Market	per fortnight	521.90	10%

Small Group Training

Small Group Training Session (60 mins - single session)	Market	per session	56.70	10%
Small Group Training Session (60 mins x 6 pack)	Market	per pass	319.30	10%

Fitness Programs

12 weeks (24 sessions) - Member	Partial Cost	per pass	383.40	10%
12 weeks (24 sessions) - Non-Member	Market	per pass	512.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

Sports Hall

Standard	Market	each	8.00	10%
City Access Card (Student)	Partial Cost	each	3.50	10%

Match Fees, including player registration (up to 15 players)

Soccer	Market	each	1,037.90	10%
Netball	Market	each	1,037.90	10%
Volleyball	Market	each	1,037.90	10%
Mixed Basketball	Market	each	1,037.90	10%
Men's Basketball	Market	each	1,037.90	10%

Court Hire

Casual Court Hire - Full Court

Standard	Market	per hour	69.00	10%
Concession	Partial Cost	per hour	51.80	10%

Casual Court Hire - Half Court

Standard	Market	per hour	44.80	10%
Concession	Partial Cost	per hour	33.60	10%

Court Hire - Full Court

(Regular bookings)

Court Hire Rate - Regular Booking	Partial Cost	per hour	62.10	10%
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Badminton and Pickleball Court Hire - Full Court

Standard	Market	per hour	24.90	10%
Concession	Partial Cost	per hour	18.70	10%

Creche - Gunyama Park Aquatic & Recreation Centre

Members	Partial Cost	per hour	5.80	10%
Non-Members	Market	per hour	10.40	10%

Lockers

Small	Market	per locker	2.00	10%
Large	Market	per locker	3.00	10%

Other Fees

Card/Band Replacement	Market	each	13.80	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

Meeting Room Hire - Ian Thorpe Aquatic Centre

The meeting room has a maximum capacity of eight. Audio-visual facilities are not included in the hire fee.

Meeting Room Hire

Community hire rates are applicable only to Registered Not For Profit Organisations

Community Rate	Partial Cost	per hour	19.20	10%
Commercial Rate	Market	per hour	38.80	10%

Meeting Room Hire - Gunyama Park Aquatic & Recreation Centre

Studio Hire

Community hire rates are applicable only to Registered Not For Profit Organisations

Studio 1 - Community	Partial Cost	per hour	33.50	10%
Studio 1 - Commercial	Market	per hour	51.10	10%
Studio 2 - Community	Partial Cost	per hour	33.50	10%
Studio 2 - Commercial	Market	per hour	51.10	10%
Studio 2 & 3 - Community	Partial Cost	per hour	43.90	10%
Studio 2 & 3 - Commercial	Market	per hour	67.60	10%

Meeting Room Hire

AV available. Community hire rates are applicable only to Registered Not For Profit Organisations

Meeting Room 1 - Community (capacity of 12)	Partial Cost	per hour	24.40	10%
Meeting Room 1 - Commercial (capacity of 12)	Market	per hour	51.10	10%
Meeting Room 2 - Community (capacity of 8)	Partial Cost	per hour	19.20	10%
Meeting Room 2 - Commercial (capacity of 8)	Market	per hour	38.80	10%

Birthday Parties

(fee includes entry for supervising adult)

Catered	Market	per person	46.30	10%
Non-Catered	Market	per person	28.70	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

Car Parking - Ian Thorpe Aquatic Centre

Lost Ticket Fee	Market	per ticket, per day	50.00	10%
30 minutes - 1 hour	Market	flat rate	3.60	10%
1 hour - 1.5 hours	Market	flat rate	4.90	10%
1.5 hours - 2 hours	Market	flat rate	8.20	10%
2 hours - 2.5 hours	Market	flat rate	14.40	10%
2.5 hours - 3 hours	Market	flat rate	17.00	10%
3 hours - 3.5 hours	Market	flat rate	19.60	10%
All Day Rate	Market	per day	50.00	10%

Car Parking -

Gunyama Park Aquatic & Recreation Centre

Paying customers of the centre are entitled to a 40% discount on their parking meter costs when parking at designated meters.

Conditions apply.

Fee	Partial Cost	per hour	Fee + GST	10%
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Commercial Filming

Filming charges apply as per
Filming on Council Streets, Parks and
Open Space

Additional Venue Hire Rates - by negotiation	Market	per hour	Fee + GST	10%
Booking Cancellation Fee - Less than 7 days prior to booking - 100% of hire fee	Market	per hour	Fee + GST	10%
Booking Cancellation Fee - More than 7 days prior to booking - no cancellation fee	Zero	per hour	Fee + GST	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

OUTDOOR AQUATIC FACILITIES

Andrew (Boy) Charlton Pool, Prince Alfred Park Pool and Victoria Park Pool

Pool Entry

Casual Entry

Adult	Market	each	7.90	10%
Child	Partial Cost	each	5.10	10%
Concession	Partial Cost	each	5.90	10%

Families

The family rate is based on two adults and two children

Family	Market	per group	22.10	10%
Additional family member - adult	Market	each	7.90	10%
Additional family member - child	Partial Cost	each	5.10	10%
Additional family member - concession	Partial Cost	each	5.90	10%

City Access Card

Single

Aquatic	Partial Cost	each	2.00	10%
Swimming Club	Partial Cost	each	2.00	10%
Gym	Partial Cost	each	5.50	10%
Fitness Class	Partial Cost	each	5.50	10%
Swimming Lesson	Partial Cost	each	4.00	10%

Multi-Visit Pass

Multi-Visit Pass (10 Visit)	Partial Cost	per pass	20.00	10%
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Spectator

All ages	Partial Cost	each	3.10	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

OUTDOOR AQUATIC FACILITIES

Andrew (Boy) Charlton Pool, Prince Alfred Park Pool and Victoria Park Pool

Pool Entry

360 Go

(Multi-Visit Passes - 20 visit)

Adult	Market	per pass	127.60	10%
Concession	Partial Cost	per pass	95.70	10%

360 Learn to Swim Membership (Family)

Standard	Market	per fortnight	108.50	10%
Concession	Partial Cost	per fortnight	81.40	10%

360 Active Swim only Membership

Unlimited access to all outdoor swimming pools (swim only)

Joining Fee	Market	each	57.50	10%
Joining Fee Concession	Partial Cost	each	43.10	10%
Adult	Market	each / per fortnight	26.60	10%
Concession	Partial Cost	each / per fortnight	20.00	10%
Additional child (360 Child Add-on)	Partial Cost	per child, per fortnight	8.00	10%

Swim Memberships

Family Splash Membership

1 Adult and 1 Child	Market	per pass	290.00	10%
2 Adult and 1 Child	Market	per pass	527.00	10%
Additional child (child add-on)	Market	per child	48.00	10%

Schools (plus Lane Hire)

DEC program LGA public schools only (no lane hire)	Partial Cost	per participant	2.00	10%
Teacher supervised class	Market	per participant	5.20	10%
Instructor supervised class	Market	per participant	9.90	10%

Lane Hire (plus entry fee)

Community	Partial Cost	per lane / hour	23.20	10%
Commercial	Market	per lane / hour	46.30	10%
Carnival Booking Fee (refundable)	Security Deposit	per booking	279.10	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

OUTDOOR AQUATIC FACILITIES

Andrew (Boy) Charlton Pool, Prince Alfred Park Pool and Victoria Park Pool

Aquatic Programs

Aquarobics classes	Market	per class	22.70	10%
Aquarobic Multi (10 visit pass)	Market	per pass	203.80	10%
Aquarobic Concession Multi (10 visit pass)	Partial Cost	per pass	152.90	10%

Learn to Swim

Classes

1st Child	Market	per class	23.15	0%
2nd child	Partial Cost	per class	22.00	0%
3rd child	Partial Cost	per class	20.90	0%

Private Lessons

Private Lesson - Individual	Market	per 30 minutes	63.90	0%
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Swim Squad

Swim Squad

Casual	Market	each	18.60	10%
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Biathlon

Member	Partial Cost	each	24.70	10%
Non-Member	Market	each	29.40	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

OUTDOOR AQUATIC FACILITIES

Andrew (Boy) Charlton Pool, Prince Alfred Park Pool and Victoria Park Pool

360 Active Health & Fitness Memberships

Discounts may apply for specific promotions or campaigns

360 Active Health & Fitness Membership Packages

Joining Fee (includes assessment and exercise program)	Market	each	57.50	10%
Joining Fee Concession	Partial Cost	each	43.10	10%
Adult	Market	per fortnight	47.30	10%
Concession	Partial Cost	per fortnight	35.50	10%
Adult 12 Plus + Package	Market	per fortnight	35.10	10%

Health & Fitness

Casual Entry

Adult	Market	each	22.40	10%
Concession	Partial Cost	each	16.80	10%

Personal Training

Single Session (30 mins)	Market	each	69.00	10%
Single Session (60 mins)	Market	each	109.40	10%

Personal Training Multi Visit Passes

Single Session (30 mins x 6 pack)	Market	per pass	338.30	10%
Single Session (30 mins x 10 pack)	Market	per pass	538.20	10%
Single Session (60 mins x 6 pack)	Market	per pass	563.40	10%
Single Session (60 mins x 10 pack)	Market	per pass	896.90	10%
Promotional Session (60 mins x 3 pack)	Market	per pass	206.40	10%

Personal Training Package (Direct Debit membership)

1 session per week (30 mins)	Market	per fortnight	131.40	10%
2 sessions per week (30 mins)	Market	per fortnight	227.40	10%
3 sessions per week (30 mins)	Market	per fortnight	321.80	10%
1 Session per week (60 mins)	Market	per fortnight	195.60	10%
2 sessions per week (60 mins)	Market	per fortnight	361.60	10%
3 sessions per week (60 mins)	Market	per fortnight	521.90	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

OUTDOOR AQUATIC FACILITIES

Andrew (Boy) Charlton Pool, Prince Alfred Park Pool and Victoria Park Pool

360 Active Health & Fitness Memberships

Discounts may apply for specific promotions or campaigns

360 Active Health & Fitness Membership Packages

Small Group Training

Small Group Training Session (60 mins - single session)	Market	per session	56.70	10%
Small Group Training Session (60 mins x 6 pack)	Market	per pass	319.30	10%

Fitness Programs

12 weeks (24 sessions) - Member	Partial Cost	per pass	383.40	10%
12 weeks (24 sessions) - Non-Member	Market	per pass	512.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

OUTDOOR AQUATIC FACILITIES

Andrew (Boy) Charlton Pool, Prince Alfred Park Pool and Victoria Park Pool

Exercise Physiologist Services

Healthcare Provider

The City charges fees as set by the government authority administering the applicable health programs. Please refer to Appendix 3 for further information.

Department of Veterans Affairs	Legislative	as defined by health program	Fee	10%
Chronic Disease GP Management Plans and Team Care Arrangements Program	Legislative	as defined by health program	Fee	10%
Workcover	Legislative	as defined by health program	Fee	10%

Private Session

Level 1

Initial Consultation - 60 minutes	Market	per consultation	100.00	10%
Standard Consultation - 30 minutes	Market	per consultation	65.00	10%
Standard Consultation - 45 minutes	Market	per consultation	80.00	10%
Standard Consultation - 60 minutes	Market	per consultation	100.00	10%
Group Session - 60 minutes (minimum of 4 people per group)	Market	per person	25.00	10%

Level 2

Initial Consultation - 60 minutes	Market	per consultation	140.00	10%
Standard Consultation - 30 minutes	Market	per consultation	75.00	10%
Standard Consultation - 45 minutes	Market	per consultation	110.00	10%
Standard Consultation - 60 minutes	Market	per consultation	140.00	10%
Group Session - 60 minutes (minimum of 4 people per group)	Market	per person	35.00	10%

Level 3

Initial Consultation - 60 minutes	Market	per consultation	165.00	10%
Standard Consultation - 30 minutes	Market	per consultation	83.00	10%
Standard Consultation - 45 minutes	Market	per consultation	125.00	10%
Standard Consultation - 60 minutes	Market	per consultation	165.00	10%
Group Session - 60 minutes (minimum of 4 people per group)	Market	per person	40.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

OUTDOOR AQUATIC FACILITIES

Andrew (Boy) Charlton Pool, Prince Alfred Park Pool and Victoria Park Pool

Andrew (Boy) Charlton Pool - Room Hire

Community Room Hire

Community hire rates are applicable only to Registered Not For Profit Organisations

Community Rate - per hour	Partial Cost	per hour	43.10	10%
Commercial Rate - half day (1 to 4 hrs)	Market	per half day	699.80	10%
Commercial Rate - full day (4 to 8 hrs)	Market	per day	1,037.90	10%

Artistic Rehearsal Rates

Discounted rates are available for rehearsals, to independent artist(s) or creative practitioners.
Please refer to discounted hire rates listed under Community Hall Hire.

Artistic Rehearsal Rate	Partial Cost	per hour	Fee	10%
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Lockers

Small	Market	per locker	2.00	10%
Large	Market	per locker	3.00	10%

Birthday Parties

(fee includes entry for supervising adult)

Catered	Market	per person	46.30	10%
Non-Catered	Market	per person	28.70	10%

Other Fees

Card/Band replacement	Market	each	13.80	10%
Swim Certificate	Market	each	29.30	10%

Commercial Filming/ Photo shoots

Filming charges apply as per
Filming on Council Streets, Parks and
Open Space

Additional Venue Hire Rates by negotiation	Market	per hour	Fee	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

RUSHCUTTERS BAY PARK TENNIS COURTS & KIOSK

Casual Court Hire

Day

Adult	Market	per hour	30.30	10%
Concession	Partial Cost	per hour	22.70	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%

Evening, Weekend, Public Holidays

Adult	Market	per hour	37.20	10%
Concession	Partial Cost	per hour	27.90	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%

Reg Bartley Grandstand - Room Hire

Meeting Room Hire

Community hire rates are applicable only to Registered Not For Profit Organisations

Meeting Room - Community hourly rate (minimum booking: 2 hours)	Partial Cost	per hour	17.50	10%
Meeting Room - Commercial hourly rate	Market	per hour	32.40	10%
Meeting Room - Community daily rate (8 hours duration)	Partial Cost	per day	98.10	10%
Meeting Room - Commercial daily rate (8 hours duration)	Market	per day	129.80	10%

Community Room Hire

Community hire rates are applicable only to Registered Not For Profit Organisations

Community Room - Community hourly rate (minimum booking: 2 hours)	Partial Cost	per hour	29.30	10%
Community Room - Commercial hourly rate	Market	per hour	54.30	10%
Community Room - Community daily rate (8 hours duration)	Partial Cost	per day	160.10	10%
Community Room - Commercial daily rate (8 hours duration)	Market	per day	220.10	10%

Artistic Rehearsal Rates

Discounted rates are available for rehearsals, to independent artist(s) or creative practitioners. Please refer to discounted hire rates listed under Community Hall Hire.

Artistic Rehearsal Rate	Partial Cost	per hour	Fee	10%
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Other Fees

Security Deposit (refundable)	Security Deposit	each	61.20	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

PRINCE ALFRED PARK TENNIS COURTS

Casual Court Hire

Discounts may apply for memberships and promotions

<i>Day</i>				
Adult	Market	per hour	30.30	10%
Concession	Partial Cost	per hour	22.70	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%

Evening, Weekend, Public Holidays

Adult	Market	per hour	37.20	10%
Concession	Partial Cost	per hour	27.90	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%

Coronation Centre Community Room

Community Room Hire

Community hire rates are applicable only to Registered Not For Profit Organisations

Community Rate (minimum booking: 2 hours)	Partial Cost	per hour	29.30	10%
Commercial Rate	Market	per hour	54.30	10%

Artistic Rehearsal Rates

Discounted rates are available for rehearsals, to independent artist(s) or creative practitioners. Please refer to discounted hire rates listed under Community Hall Hire.

Artistic Rehearsal Rate	Partial Cost	per hour	Fee	10%
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ALEXANDRIA PARK TENNIS COURTS

Casual Court Hire

<i>Day</i>				
Adult	Market	per hour	30.30	10%
Concession	Partial Cost	per hour	22.70	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%

Evening, Weekend, Public Holidays

Adult	Market	per hour	37.20	10%
Concession	Partial Cost	per hour	27.90	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

BEACONSFIELD PARK TENNIS COURTS

Casual Court Hire

<i>Day</i>				
Adult	Market	per hour	30.30	10%
Concession	Partial Cost	per hour	22.70	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%

Evening, Weekend, Public Holidays

Adult	Market	per hour	37.20	10%
Concession	Partial Cost	per hour	27.90	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%

ST JAMES PARK TENNIS COURTS

Casual Court Hire

<i>Day</i>				
Adult	Market	per hour	30.30	10%
Concession	Partial Cost	per hour	22.70	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%

Evening, Weekend, Public Holidays

Adult	Market	per hour	37.20	10%
Concession	Partial Cost	per hour	27.90	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%

TURRUWUL PARK TENNIS COURTS

Casual Court Hire

<i>Day</i>				
Adult	Market	per hour	30.30	10%
Concession	Partial Cost	per hour	22.70	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%

Evening, Weekend, Public Holidays

Adult	Market	per hour	37.20	10%
Concession	Partial Cost	per hour	27.90	10%
City Access Card Holder	Partial Cost	per hour	7.50	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

PERRY PARK RECREATION CENTRE

Court Hire

Basketball, netball, volleyball, futsal, badminton, pickleball, multi-sports

Casual Entry

(minimum: 30 minutes)

Standard	Partial Cost	per person	8.00	10%
City Access Card (Student)	Partial Cost	per person	3.50	10%

Casual Court Hire - Full Court

Standard	Market	per hour	89.00	10%
Concession	Partial Cost	per hour	66.80	10%

Casual Court Hire - Half Court

Standard	Market	per hour	49.20	10%
Concession	Partial Cost	per hour	36.90	10%

Court Hire - Full Court

(Regular bookings)

Court Hire Rate - Regular Booking	Partial Cost	per hour	80.10	10%
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Badminton and Pickleball Court Hire - Full Court

Standard	Market	per hour	24.90	10%
Concession	Partial Cost	per hour	18.70	10%

Futsal International Court Hire - Full Court

Both a hire fee and a set-up/pack down fee apply

Standard	Market	per hour	178.00	10%
Set-up/pack-down	Market	per hour	Fee + GST	10%
Spectator seating relocation	Market	per hour	Fee + GST	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

PERRY PARK RECREATION CENTRE

Venue Hire

Community / Not for Profit groups - a 50% discount applies to the standard fee

Meeting Room - Standard	Market	per hour	56.70	10%
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Event Hire

Full Courts - during sports competition time	Market	per hour per court	271.20	10%
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Full Courts - Other	Market	per hour per court	136.10	10%
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Additional Court / Venue / Event Hire Charges

Deposit (Refundable)	Security Deposit	per event	Fee	0%
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Cleaning	Market	per event / booking	Fee + GST	10%
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Advertising - internal hanging of banner (minimum 5 hours)	Market	per event	597.10	10%
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Staff (minimum of 2 staff)	Full Cost	per hour	Fee + GST	10%
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Equipment Hire	Partial Cost	each	0.60 - 25.00	10%
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Showcourt seating - Set-up/pack-down fee	Market	per hour	Fee + GST	10%
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City Run Programs

Sports Competitions

Senior	Market	per round per team	102.50	10%
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Junior	Market	per round per team	81.40	10%
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City Run Programs and Events

Program / Event	Partial Cost	per session	Fee + GST	10%
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Other

Kiosk and merchandise

Kiosk sales	Market	each	Fee + GST	10%
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Merchandise sales	Market	each	Fee + GST	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CITY LEISURE FACILITIES

Definitions related to City Leisure Facilities fees and charges can be found at Appendix 3.

GREEN SQUARE PUBLIC SCHOOL - OUTDOOR COURT

Court Hire

Basketball, netball, volleyball

Casual Court Hire - Full Court

Standard	Market	per hour	55.00	10%
Concession	Partial Cost	per hour	41.30	10%

Casual Court Hire - Half Court

Standard	Market	per hour	30.30	10%
Concession	Partial Cost	per hour	22.70	10%

Court Hire - Full Court

(Regular bookings)

Standard	Partial Cost	per hour	50.00	10%
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Additional Court Hire Charges

Deposit (Refundable)	Security Deposit	per event	Fee	0%
Cleaning	Market	per event / booking	Fee + GST	10%
Staff (minimum of 2 staff)	Full Cost	per hour	Fee + GST	10%

City Run Programs

Sports Competitions

Senior	Market	per round, per team	90.00	10%
Junior	Market	per round, per team	75.50	10%

City Run Programs and Events

Program / Event	Partial Cost	per session	Fee + GST	10%
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CYCLING

Cycling Programs

Adult Cycling/Bike Maintenance Course	Partial Cost	per person	25.00	10%
Guided Rides Program	Partial Cost	per person	20.00	10%
T-shirts - Adult	Partial Cost	per item	30.00	10%
T-shirts - Children	Partial Cost	per item	20.00	10%
Bike Hire Charge at cycling events	Partial Cost	per item	20.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

CIVIC SPACES (INCLUDES FOOTPATH / PEDESTRIANISED STREET SECTIONS) - HIRE CHARGES

See Appendix 2 for list of Civic Spaces.

Promotional Events, Concerts, Festivals and One-Off Markets

Commercial and Private Users

Commercial and Private Users	Market	per hour per location	391.00	10%
Commercial and Private Users - Local (applies to promotions, activations and events produced by an existing business within 50 metres of their business address)	Market	by negotiation	Fee + GST	10%
Bump-in/Bump-out Fee	Market	by negotiation	Fee + GST	10%

Non-Commercial Users

Non Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Zero	per hour per location	0.00	10%
Recurring Markets	Market	per month per location	Fee + GST	10%
Non-commercial, informative or artistic installations and activities	Zero	per hour per location	0.00	10%

Other Event Types

Events using greater than 50% of the publicly available space on the site, ancillary spaces to an anchor venue or commercially ticketed/restricted	Market	by negotiation	Fee + GST	10%
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Product Sampling

(excluding Pitt Street Mall)

Sampling as stand-alone activity or primary purpose	Market	per hour per location	600.00	10%
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Rallies, Marches, Commemoration and Memorial Services

All User categories	Zero	per hour per location	0.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

CIVIC SPACES (INCLUDES FOOTPATH / PEDESTRIANISED STREET SECTIONS) - HIRE CHARGES

See Appendix 2 for list of Civic Spaces.

Civic Spaces - Additional Charges (all user categories & event types)

Martin Place

Areas within Martin Place are able to be hired on a half day basis (less than 6 hours, including bump-in/out) or a full day basis (6 hours or more, including bump-in/out)

Martin Place - Section 2 - half day rate	Market	per half day	2,850.00	10%
Martin Place - Section 2 - full day rate	Market	per day	5,600.00	10%
Martin Place - Sections 3, 4 and 5 – half day rate	Market	per half day	2,500.00	10%
Martin Place - Sections 3, 4 and 5 – full day rate	Market	per day	4,750.00	10%
Raising and lowering of Martin Place Amphitheatre stage roof outside business hours (fee based on contractor's charge)	Full Cost	by quotation	Fee + GST	10%
Raising and lowering of Martin Place Amphitheatre stage roof during business hours (fee based on contractor's charge)	Full Cost	by quotation	Fee + GST	10%

Pitt Street Mall

Pitt Street Mall may be hired on a half day basis (less than 6 hours, including bump-in/out), or a full day basis (6 hours or more, including bump-in/out)

Pitt Street Mall - half day rate	Market	per half day	4,750.00	10%
Pitt Street Mall - full day rate	Market	per day	9,000.00	10%

Wynyard Park Hardstand

The Wynyard Park Hardstand space can be hired on half day basis (less than 6 hours, including bump-in/out), or a full day basis (6 hours or more, including bump-in/out)

Wynyard Park Hardstand - half day rate	Market	per half day	2,200.00	10%
Wynyard Park Hardstand - full day rate	Market	per day	4,200.00	10%

Other Booking Types

Frontline Health Services	Zero	per hour per location	0.00	10%
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Other Fees

Overnight Holding Fee	Market	per 12 hours per location	720.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

CIVIC SPACES (INCLUDES FOOTPATH / PEDESTRIANISED STREET SECTIONS) - HIRE CHARGES

See Appendix 2 for list of Civic Spaces.

Other Event Equipment and Structures

Use of unbranded barricades for crowd management at the City's request	Zero	per hour	0.00	10%
Free-standing triffid signs or light boxes - to promote community events	Market	per day per location	20.50	10%
Free-standing ticket boxes/booths for community events	Market	per day per location	77.00	10%

Event Supervision

On-Site Event Staff (minimum 4 hour call out)	Market	per hour per person	69.50	10%
Site Supervision (minimum 4 hour call out)	Market	per hour per person	82.50	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
ICONIC PARKS - HIRE CHARGES				
(Sports not permitted in Iconic Parks. See Appendix 2 for list of Iconic Parks)				
Promotional Events, Concerts, Festivals and One-Off Markets				
<i>Landmark Event of State Significance</i>				
Landmark Event of State Significance	Market	by negotiation	Fee + GST	10%
<i>Commercial and Private Users</i>				
Commercial and Private Users	Market	per hour per location	335.00	10%
Bump-in/Bump-out Fee	Market	by negotiation	Fee + GST	10%
<i>Non-Commercial Users</i>				
Non-Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Zero	per hour per location	0.00	10%
Non-commercial, informative or artistic installations and activities	Zero	per hour per location	0.00	10%
<i>Other Event Types</i>				
Events using greater than 50% of the publicly available space on the site, ancillary spaces to an anchor venue, or commercially ticketed/restricted	Market	by negotiation	Fee + GST	10%
<i>Other Event Equipment and Structures</i>				
Free-standing triffid signs or light boxes - to promote community events	Market	per day per location	20.50	10%
Free-standing ticket boxes/booths for community events	Market	per day per location	77.00	10%
Major Ticketed Events				
Defined as events which are commercial, fenced and ticketed, with attendees of 5,000 or more at any one time				
Event Hire Day Fee	Market	per event day	4,650.00	10%
Bump-in / Bump-out Fee	Market	per bump-in / bump-out day	5,250.00	10%
Commission on box office ticket sale receipts (calculated as a flat percentage of receipts)	Market	per occasion	Fee	10%
Product Sampling				
Sampling as stand-alone activity or primary purpose	Market	per hour per location	600.00	10%
Rallies, Marches, Commemoration and Memorial Services				
All User categories	Zero	per hour per location	0.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

ICONIC PARKS - HIRE CHARGES

(Sports not permitted in Iconic Parks. See Appendix 2 for list of Iconic Parks)

Iconic Parks - Additional Charges (all user categories & event types)

Hyde Park North

Hyde Park North	Market	per hour	556.00	10%
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Other Booking Types

Ceremonies, Proposals, and Other Non-Event Uses	Market	per 3 hour block	855.00	10%
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Frontline Health Services	Zero	per occasion	0.00	10%
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Other Fees

Overnight Holding Fee	Market	per 12 hours per location	566.00	10%
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Event Supervision

On-Site Event Staff (minimum 4 hour call out)	Market	per hour per person	69.50	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

NEIGHBOURHOOD PARKS - HIRE CHARGES

(Sports not permitted in Neighbourhood Parks. See Appendix 2 for list of Neighbourhood Parks)

Promotional Events, Concerts, Festivals and One-Off Markets

Landmark Event of State Significance

Landmark Event of State Significance	Market	by negotiation	Fee + GST	10%
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Commercial and Private Users

Commercial and Private Users	Market	per hour per location	234.00	10%
Bump-in/Bump-out Fee	Market	by negotiation	Fee + GST	10%

Non-Commercial Users

Non-Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Zero	per hour per location	0.00	10%
Non-commercial, informative or artistic installations and activities	Zero	per hour per location	0.00	10%

Other Event Types

Events using greater than 50% of the publicly available space on the site, ancillary spaces to an anchor venue, or commercially ticketed/restricted	Market	by negotiation	Fee + GST	10%
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Other Event Equipment and Structures

Free-standing triffid signs or light boxes - to promote community events	Market	per day per location	20.50	10%
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Product Sampling

Sampling as stand-alone activity or primary purpose	Market	per hour per location	600.00	10%
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Rallies, Marches, Commemoration and Memorial Services

All User categories	Zero	per hour per location	0.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

NEIGHBOURHOOD PARKS - HIRE CHARGES

Neighbourhood Parks - Additional Charges (all user categories & event types)

Other Booking Types

Ceremonies, Proposals and Other Non-Event Uses	Market	per 3 hour block	438.00	10%
Frontline Health Services	Zero	per occasion	0.00	10%

Other Fees

Overnight Holding Fee	Market	per 12 hours per location	350.00	10%
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Event Supervision

On-Site Event Staff (minimum 4 hour call out)	Market	per hour per person	69.50	10%
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POCKET PARKS - HIRE CHARGES

(Sports, Rallies etc not permitted in Pocket Parks. See Appendix 2 for list of Pocket Parks)

Promotional Events, Concerts, Festivals and One-Off Markets

All User categories	Market	by negotiation	Fee + GST	10%
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Other Event Types

Events using greater than 50% of the publicly available space on the site, ancillary spaces to an anchor venue, or commercially ticketed/restricted	Market	by negotiation	Fee + GST	10%
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Pocket Parks - Additional Charges (all user categories & event types)

Other Booking Types

Ceremonies, Proposals and Other Non-Event Uses	Market	per 3 hour block	438.00	10%
Frontline Health Services	Zero	per occasion	0.00	10%

Other Fees

Overnight Holding Fee	Market	by negotiation	Fee + GST	10%
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Event Supervision

On-Site Event Staff (minimum 4 hour call out)	Market	per hour per person	69.50	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

LEVEL A SPORTING FIELDS

See Appendix 2 for list of Level A Sporting Fields.

Casual Sport Booking

Weekdays

Commercial and Private Users	Market	per hour	91.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	66.00	10%

Weekends

Commercial and Private Users	Market	per hour	101.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	76.00	10%

Seasonal Sport Bookings

Seasonal rates are available to schools, and to eligible non-commercial organisations only.

Weekdays

Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities and Other Schools	Partial Cost	per hour	36.00	10%

Weekends

Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	41.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

LEVEL B SPORTING FIELDS

See Appendix 2 for list of Level B Sporting Fields.

Casual Sport Booking

Weekdays

Commercial and Private Users	Market	per hour	54.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	38.00	10%

Weekends

Commercial and Private Users	Market	per hour	58.00	10%
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	43.00	10%

Seasonal Sport Bookings

Seasonal rates are available to schools, and to eligible non-commercial organisations only.

Weekdays

Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	22.00	10%

Weekends

Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	25.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

SYNTHETIC SPORTING FIELDS

Gunyama Park

Hire - Full Field

Non-Commercial (Registered Not For Profit Organisations)	Partial Cost	per hour	191.80	10%
Off Peak (before 4pm)	Market	per hour	107.40	10%
Commercial	Market	per hour	368.80	10%
Seasonal Booking - 25% discount on normal hire rate	Partial Cost	per hour	Fee + GST	10%

Hire - Schools Use (Full Field)

Schools within the City of Sydney local government area - school term sport	Zero	per hour	0.00	10%
Schools outside the City of Sydney local government area - school term sport	Partial Cost	per hour	104.20	10%
School Carnival/Tournament - weekday 9am - 3pm	Partial Cost	per hour	104.20	10%

Cancellation Fees

Cancellation Fees - greater than 4 weeks (10% of hire deposit)	Partial Cost	per event / booking	Fee + GST	10%
Cancellation Fees - less than 4 weeks (50% of hire deposit)	Partial Cost	per event / booking	Fee + GST	10%
Cancellation Fees - less than 7 days (100% of hire deposit)	Market	per event / booking	Fee + GST	10%

Administration Fees

Security Deposit	Security Deposit	per event / booking	575.40	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

SYNTHETIC SPORTING FIELDS

Gunyama Park

Hire - Events/Hire Costs (Full Field)

Events

Event Field Hire - Standard	Market	per hour	178.00	10%
Event Field Hire - Commercial	Market	per hour	371.40	10%
Bump in / Bump out	Market	per hour	Fee + GST	10%
Additional Staff	Full Cost	per hour	Fee + GST	10%
Additional Field Time - Non-Commercial (55% of hire fee)	Partial Cost	per hour	95.20	10%
Additional Field Time - Off Peak (55% of hire fee)	Partial Cost	per hour	59.00	10%

Parties

Party - non catered (minimum of 10 people, 1 hour field time)	Market	per person per hour	19.70	10%
Party Deposit (to be paid on confirmation of the party. The deposit is deducted from the balance of the party fees)	Security Deposit	per event / booking	115.40	10%

Cancellation Fees

Cancellation Fees < 1 week (100% deposit)	Market	per event / booking	Fee + GST	10%
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Administration Fees

Event Administration Fee (includes event hirer pre-event orientation, event plan & WHS induction meetings and post event inspection. Performed by site staff managing event)	Market	per hour	Fee + GST	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
SYNTHETIC SPORTING FIELDS				
Gunyama Park				
<i>Sports Competitions and Programs</i>				
Sports Competitions				
Senior (upfront lump sum payment accepted)	Market	per round per team	80.90	10%
Junior	Market	per round per team	65.90	10%
Sports Competitions Team Deposit (to be paid on entering a team into competition. The deposit is deducted from the balance of competition fees)	Security Deposit	per team per comp	287.70	10%
Cancellation Fees - less than 1 week (100% of deposit)	Market	per team per comp	Fee + GST	10%
Programs				
Centre Run School Programming - during school terms and school hours	Market	per person per hour	15.50	10%
Children Term Program - after school hours	Market	per person per hour	15.50	10%
School Holiday Programming	Market	per person per hour	15.50	10%
Group (16 years and over) - sport program	Market	per person per hour	11.10	10%
Concession Group	Partial Cost	per person per hour	8.50	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

SYNTHETIC SPORTING FIELDS

Getiela Synthetic Sportsfield

Hire - Full Field

Non-Commercial (Registered Not for Profit Organisations)	Market	per hour	191.80	10%
School Holiday Hire (before 6pm on weekdays)	Market	per hour	107.40	10%
Commercial	Market	per hour	368.80	10%
Seasonal Booking (Non-Commercial)	Market	per hour	143.90	10%

Hire - Schools Use (Full Field)

Schools within the City of Sydney local government area - school term sport	Zero	per hour	0.00	10%
Schools outside the City of Sydney local government area - school term sport	Market	per hour	104.20	10%

Hire - Events/Hire Costs (Full Field)

Events Field Hire - during sports competition time	Market	per hour	Fee + GST	10%
Event Field Hire - other	Market	per hour	280.10	10%
Bump in / Bump out	Market	per hour	Fee + GST	10%

Additional Event/Booking Hire Costs

Security Deposit (refundable)	Security Deposit	per event / booking	Fee	0%
Cleaning	Market	per event / booking	Fee + GST	10%

Sports Competitions and Programs

Sports Competitions

Senior - quarter field	Market	per team per round	80.90	10%
Senior - half field	Market	per team per round	101.00	10%
Senior - full field	Market	per team per round	170.00	10%
Junior - quarter field	Market	per team per round	72.10	10%
Junior - half field	Market	per team per round	90.60	10%
Junior - full field	Market	per team per round	153.00	10%

Programs

Program / Event	Partial Cost	per person per hour	Fee + GST	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

SYNTHETIC SPORTING FIELDS

Perry Park Synthetic Sportsfield

Hire - Full Field

Non-Commercial (Registered Not for Profit Organisations)	Market	per hour	191.80	10%
School Holiday Hire (before 6pm on weekdays)	Market	per hour	107.40	10%
Commercial	Market	per hour	368.80	10%
Seasonal Booking (Non-Commercial)	Market	per hour	143.90	10%

Hire - Schools Use (Full Field)

Schools within the City of Sydney local government area - school term sport	Zero	per hour	0.00	10%
Schools outside the City of Sydney local government area - school term sport	Market	per hour	104.20	10%

Hire - Events/Hire Costs (Full Field)

Event Field Hire - during sports competition time	Market	per hour	Fee + GST	10%
Event Field Hire - other	Market	per hour	280.10	10%
Bump-in/Bump-out	Market	per hour	Fee + GST	10%

Additional Event/Booking Hire Costs

Security Deposit (refundable)	Security Deposit	per event / booking	Fee	0%
Cleaning	Market	per event / booking	Fee + GST	10%

Sports Competitions and Programs

Sports Competitions

Senior - quarter field	Market	per team per round	80.90	10%
Senior - half field	Market	per team per round	101.00	10%
Senior - full field	Market	per team per round	170.00	10%
Junior - quarter field	Market	per team per round	72.10	10%
Junior - half field	Market	per team per round	90.60	10%
Junior - full field	Market	per team per round	153.00	10%

Programs

Program / Event	Market	per person per hour	Fee + GST	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

SYNTHETIC SPORTING FIELDS

The Crescent Synthetic Sportsfield

Hire - Half Field

Commercial and Private Users	Market	per hour	176.00	10%
Non-Commercial Users (Registered Not For Profit Organisations, Charities, or Non-Commercial Applicants)	Partial Cost	per hour	90.00	10%

Hire - Schools Use (Half Field)

Schools within the City of Sydney local government area	Zero	per hour	0.00	10%
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Seasonal Sport Bookings

Non-Commercial Users (Registered Not For Profit Organisations, Charities, or Non-Commercial Applicants)	Partial Cost	per hour	67.50	10%
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SPORTING FIELDS - ADDITIONAL CHARGES

(All user categories and event types)

Additional Charges (all user categories & event types)

Other Event Types

Events using greater than 50% of the publicly available space on the site, ancillary spaces to an anchor venue or commercially ticketed/restricted	Market	by negotiation	Fee + GST	10%
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Other Booking types

Other Booking Types

Standard cricket net hire charge (all nets, all days)	Market	per hour	46.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CIVIC SPACES / SPORTS FIELDS / PARKS				
ADDITIONAL CHARGES - ALL LOCATIONS, EVENTS, USER CATEGORIES				
Security Bond				
Security bonds are set by negotiation. A minimum bond of \$2,000.00 applies for events held in parks. A minimum bond of \$250.00 applies for events held in civic spaces and sports fields.				
Security Bond - all user categories	Security Deposit	per event	Fee	0%
Application Fee (All Event Applications)				
<i>Commercial and Private Users</i>				
Commercial and Private Users	Market	per event	360.00	10%
Commercial and Private Users - short lead applications				
Short lead application fee for requests with less than (4) weeks lead time between application submission and the first day of space use.	Market	per event	650.00	10%
<i>Non-Commercial Users</i>				
Frontline Health Care Services	Zero	per event	0.00	10%
Non-Commercial and Community Users (applies to Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities, and Non-Commercial Community Applicants)	Partial Cost	per event	67.00	10%
Non-commercial, informative or artistic installations and activities	Zero	per hour per location	0.00	10%
<i>Other Event Equipment and Structures</i>				
Use of unbranded barricades for crowd management (at the City's request)	Zero	per hour per location	0.00	10%
Administration Charges				
Public exhibition and advertising costs	Full Cost	by quotation	Fee	10%
Reissue of a permit within 48 hours of event commencement	Full Cost	per permit	333.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

ADDITIONAL CHARGES - ALL LOCATIONS, EVENTS, USER CATEGORIES

Event Supervision

Site Supervisor (minimum 4 hour call per call out)	Market	per hour	82.50	10%
User Pays Rangers (minimum 4 hour call per call out)	Full Cost	per hour	99.00	10%
On-Site Event Staff (minimum 4 hour call out)	Market	per hour per person	69.50	10%
Event Management - Site Arborist / Parks Manager	Partial Cost	per hour	110.00	10%

Vehicle Access to Site

Standard Vehicle Entry (e.g.: maintenance vehicles)	Market	per vehicle	180.00	0%
Heavy Goods Vehicle/Crane Entry fee	Market	per vehicle	1,344.00	0%
Removal of Bollards, opening of gates for vehicle entry and closure	Market	per occasion	165.00	10%

Power Access to Site

At sites where power is available

3 Phase Power Access	Full Cost	per location per day	221.00	10%
Single Phase Power Access	Full Cost	per location per day	93.00	10%
Smart Pole Power Access (City smartpoles only)	Full Cost	by quotation	Fee + GST	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

ADDITIONAL CHARGES - ALL LOCATIONS, EVENTS, USER CATEGORIES

Use of Park/Civic Space - for construction/material storage (not associated with an event)

Application Fee	Market	per application	556.00	0%
Usage Fee	Market	per m2 per day	45.00	10%

Use of Park/Civic Space - for construction/material storage (associated with an event)

Usage Fee	Market	per m2 per day	28.00	10%
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Miscellaneous Charges (associated with an event)

Ancillary Use of Park

Ancillary Use of Park - 4 hour Fee	Market	per 4 hours	333.00	10%
Ancillary Use of Park - 8 hour Fee	Market	per 8 hours	554.00	10%

Ancillary Use - no more than 1m2 footprint - e.g. free-standing promotional install / light boxes (subject to compliance with all relevant conditions and approvals)

Commercial Uses	Market	per day	21.00	10%
Community Events	Zero	per day	0.00	10%

Flower Box relocation - relocation includes return to correct position

Flower Box relocation - within site (100m)	Full Cost	per occasion	Fee + GST	10%
Flower Box relocation - off-site	Full Cost	per occasion	Fee + GST	10%

Turning On and Off Water Features (normal business hours)

Confined Space	Full Cost	by quotation	Fee + GST	10%
Non-confined Space	Full Cost	by quotation	Fee + GST	10%

Turning On and Off Water Features (outside normal business hours)

Confined Space	Full Cost	by quotation	Fee + GST	10%
Non-confined Space	Full Cost	by quotation	Fee + GST	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

PARKS AND OPEN SPACES - RECTIFICATION CHARGES

Rectification of Turf

Includes cleansing of the park, including cleaning and waste disposal.

Turf Replacement

Turf replacement includes clearing turf and disposing of material, sub-soil preparation, supply and installation of turf rolls, cultivation and levelling, fertilising, and a minimum 6 week establishment period. It excludes top dressing and fencing.

Buffalo Turf Replacement	Partial Cost	per m2	58.00	10%
Kikuyu Turf Replacement	Partial Cost	per m2	44.00	10%

Turf Treatment/Enhancement

Top Dressing

(includes supply, spread and levelling of premium turf top dressing soil. It excludes de-compaction and aeration).

Partial Cost	per m2	14.00	10%
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Decompaction and aeration

Partial Cost	per hour	282.00	10%
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Rectification of Garden Beds

Garden Bed Restoration

(includes clearing, stripping and disposal of impacted material, supply, installation, and levelling of garden soil and mulch. It excludes supply, installation and establishment of plants).

Partial Cost	per m2	17.00	10%
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Turf Treatment/Enhancement

Plant Replacement

Partial Cost	each	34.00	10%
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Rectification of Infrastructure and Furniture

Park Furniture

Replacement of park furniture includes removal and disposal of damaged item, foundation preparation, and supply and installation of replacement item. It excludes additional plumbing (where applicable).

Drinking Fountain Replacement	Partial Cost	each	6,968.00	10%
Bench Seat Replacement	Partial Cost	each	4,318.00	10%
Bin Enclosure Replacement	Partial Cost	each	5,110.00	10%
Free Standing Tap Replacement (includes both damaged tap and post)	Partial Cost	each	439.00	10%

Bollards

Replacement includes removal and disposal of damaged item, foundation preparation, and supply and installation of replacement item. It excludes demolition of surrounding hardstand treatment.

Traditional Bollard Replacement	Partial Cost	each	1,637.00	10%
Anti-Vehicle Bollard Replacement	Partial Cost	each	7,195.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

PARKS AND OPEN SPACES - RECTIFICATION CHARGES

Rectification of Infrastructure and Furniture

Edging Replacement

Replacement includes removal and disposal of damaged edging, site preparation, and supply and installation of replacement edging

Galvanised Edging Replacement	Partial Cost	per lm	78.00	10%
Concrete Edging Replacement	Partial Cost	per lm	130.00	10%
Brick Edging Replacement	Partial Cost	per lm	79.00	10%

Rectification - Site Management

Includes any required repair, restoration or make good of other park assets not otherwise specified, to the pre-event condition

Fee includes installation, daily monitoring, repositioning (if required), and removal	Partial Cost	by quotation	Fee + GST	10%
Fee - Fencing	Partial Cost	per lm per week	16.00	10%

Rectification - Cleansing

High Pressure Water Cleaning				
High pressure water cleaning includes plant, operator and cleaning products	Partial Cost	per hour	79.00	10%
Waste Disposal Waste disposal excludes asbestos, hazardous and biohazardous waste	Partial Cost	per tonne	646.00	10%

PARKS AND OPEN SPACES - CORRECTIVE WORKS

These fees are for the engagement of services by the City for the performance of works within Parks & Open Space areas. This may include restoration works, corrective maintenance or periodic maintenance works to deliver high quality public spaces.

Restoration, Corrective or Maintenance Works for Parks and Open Space areas

Grassed Area

Fee - Restoration/Corrective/Maintenance Works	Partial Cost	per m2	90.00	10%
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Garden Area

Fee - Restoration/Corrective/Maintenance Works	Partial Cost	per m2	220.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

CITY GREENING - includes City Farm, Urban Ecology, and Community Gardens.

Adult - 16 years and over

Concession - Children under 16, full time students, holders of Commonwealth Health Care, Pensioner Concession or Seniors Health Cards

In the event of the City organising a City Farm education program for an organisation, the direct costs associated with this program may be charged to the organisation.

Workshops

Adult Farm Programs

Standard 1 hour walk, talk, demonstration	Market	per registrant	35.00	10%
Concession 1 hour walk, talk, demonstration	Market	per registrant	26.25	10%
Standard 1.5 hour walk, talk, demonstration	Market	per registrant	55.00	10%
Concession 1.5 hour walk, talk, demonstration	Market	per registrant	41.25	10%
Standard 2.5 hours (plus materials)	Market	per registrant	80.00	10%
Concession 2.5 hours (plus materials)	Market	per registrant	60.00	10%
Standard 1/2 day (plus materials)	Market	per registrant	100.00	10%
Concession 1/2 day (plus materials)	Market	per registrant	75.00	10%
Standard 1 day (plus materials)	Market	per registrant	120.00 - 200.00	10%
Concession 1 day (plus materials)	Market	per registrant	90.00 - 150.00	10%
Multiple day programs	Partial Cost	by negotiation	Fee + GST	10%
Accredited Courses/Workshops	Market	by negotiation	Fee + GST	10%
Corporate/Professional Development Workshop	Market	by negotiation	Fee + GST	10%
Speaking fee	Market	by negotiation	Fee + GST	10%
Travel fee for speaking events	Partial Cost	per booking/event	Fee + GST	10%
Organisations	Partial Cost	by negotiation	Fee + GST	10%

Adult Lifestyle Programs

Group Session 1 hour	Market	per registrant	0.00 - 50.00	10%
Standard 1/2 day (plus materials)	Market	per registrant	75.00 - 150.00	10%
Concession 1/2 day (plus materials)	Market	per registrant	56.25 - 112.50	10%
Standard 1 day (plus materials)	Market	per registrant	75.00 - 200.00	10%
Concession 1 day (plus materials)	Market	per registrant	56.25 - 150.00	10%

Webinars

Standard 1 hour webinar	Market	per registrant	0.00 - 35.00	10%
Concession 1 hour webinar	Market	per registrant	0.00 - 26.25	10%
Standard 1.5 hour webinar	Market	per registrant	0.00 - 55.00	10%
Concession 1.5 hour webinar	Market	per registrant	0.00 - 41.25	10%
Standard 2.5 hour webinar	Market	per registrant	0.00 - 80.00	10%
Concession 2.5 hour webinar	Market	per registrant	0.00 - 60.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

CITY GREENING - includes City Farm, Urban Ecology, and Community Gardens.

Adult - 16 years and over

Concession - Children under 16, full time students, holders of Commonwealth Health Care, Pensioner Concession or Seniors Health Cards

In the event of the City organising a City Farm education program for an organisation, the direct costs associated with this program may be charged to the organisation.

Workshops

Children's Programs

Schools Program (2 hour session, up to 25 students)	Market	per session	375.00	10%
Schools Program (additional child per session)	Market	per additional child	15.00	10%
School Incursion Experience	Market	by negotiation	Fee + GST	10%
Travel fee for incursion experiences	Partial Cost	per booking	Fee + GST	10%
Standard teacher 1 hour orientation session (plus materials)	Market	per registrant	0.00 - 30.00	10%
Concession teacher 1 hour orientation session (plus materials)	Market	per registrant	0.00 - 22.50	10%
Holiday Program 1 hour session (plus materials)	Market	per child per session	0.00 - 30.00	10%
Holiday Program 1.5 hour session (plus materials)	Market	per child per session	0.00 - 50.00	10%
Miscellaneous Children's Activities and Programs	Partial Cost	by negotiation	Fee + GST	10%
Family activity - 1 hour session	Market	per registrant	5.00 - 15.00	10%

Education Display

External Event	Partial Cost	by negotiation	Fee + GST	10%
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Corporate Group Activity

2.5 hour corporate activity (minimum fee per group: \$600)	Market	per person	70.00	10%
3.5 hour corporate activity (minimum fee per group: \$600)	Market	per person	90.00	10%
1 hour corporate group tour (minimum fee per group: \$600)	Market	per person	20.00	10%
1.5 hour corporate workshop (minimum fee per group: \$600)	Market	per person	30.00	10%
2.5 hour corporate workshop (minimum fee per group: \$600)	Market	per person	70.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CIVIC SPACES / SPORTS FIELDS / PARKS

CITY GREENING - includes City Farm, Urban Ecology, and Community Gardens.

Adult - 16 years and over

Concession - Children under 16, full time students, holders of Commonwealth Health Care, Pensioner Concession or Seniors Health Cards

In the event of the City organising a City Farm education program for an organisation, the direct costs associated with this program may be charged to the organisation.

Tours

Tour Only

Standard tour (45 minutes)	Market	per person	10.00	10%
Concession tour (45 minutes)	Market	per person	7.50	10%
Custom Group Tours	Partial Cost	by negotiation	Fee + GST	10%

Activity as part of tour

Youth group tour and activity (1.5 hours, up to 12 participants)	Market	per session	180.00	10%
Youth group tour and activity (additional participant per session)	Market	per additional participant	15.00	10%
Standard group tour and activity (1.5 hours, up to 12 participants)	Partial Cost	by negotiation	Fee + GST	10%

Products

Produce	Market	per unit	1.00 - 20.00	10%
Plants	Market	per unit	0.50 - 50.00	10%
Seeds	Market	per unit	0.50 - 50.00	10%
Compost bins	Market	per unit	0.00 - 500.00	10%
Worm farms	Market	per unit	0.00 - 400.00	10%
City Farm merchandise	Market	per unit	0.50 - 100.00	10%

DONATIONS OF TREE AND PARKS ASSETS

DONATION OF TREES AND PARKS ASSETS

Donation of Trees

The amount specified includes the supply, planting and establishment maintenance of the tree.

100 to 300 litre tree	Partial Cost	each	1,200.00	10%
600 litre tree or above - planted in high profile locations	Market	each	5,000.00	10%

Donation of Park Assets

Park seat (style and specification of seats defined by the City. For further information, please enquire with the City's Parks team).	Market	each	3,988.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CREATIVE PROGRAMS

Program fees will also apply to offsite programs delivered at other locations.

PINE STREET CREATIVE ARTS CENTRE

Program fees include the cost of some materials.

Additional charges for materials may apply, as advised by Centre staff.

2D Programs

2D Program

2D Program	Market	per person per hour	21.00	10%
2D Program - Concession	Partial Cost	per person per hour	17.00	10%

2D Masterclass Program

2D Masterclass	Market	per person per hour	36.00	10%
2D Masterclass - Concession	Partial Cost	per person per hour	25.00	10%

Ceramics Programs

Ceramics Program

Ceramics Program	Market	per person per hour	25.00	10%
Ceramics Program - Concession	Partial Cost	per person per hour	20.00	10%

Ceramics Masterclass Program

Ceramics Masterclass	Market	per person per hour	42.00	10%
Ceramics Masterclass - Concession	Partial Cost	per person per hour	30.00	10%

Printmaking Programs

Printmaking Program

Printmaking Program	Market	per person per hour	21.00	10%
Printmaking Program - Concession	Partial Cost	per person per hour	17.00	10%

Printmaking Masterclass Program

Printmaking Masterclasses	Market	per person per hour	36.00	10%
Printmaking Masterclasses - Concession	Partial Cost	per person per hour	25.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
CREATIVE PROGRAMS				
Program fees will also apply to offsite programs delivered at other locations.				
PINE STREET CREATIVE ARTS CENTRE				
Program fees include the cost of some materials. Additional charges for materials may apply, as advised by Centre staff.				
Object Programs				
<i>Object Program</i>				
Object Program	Market	per person per hour	25.00	10%
Object Program - Concession	Partial Cost	per person per hour	20.00	10%
<i>Object Masterclass Program</i>				
Object Masterclasses	Market	per person per hour	42.00	10%
Object Masterclasses - Concession	Partial Cost	per person per hour	30.00	10%
Children & Youth Programs				
<i>School Holiday Creative Workshops</i>				
School Holiday (2D and Print)	Market	per person per hour	20.00	10%
School Holiday (2D and Print) - Concession	Partial Cost	per person per hour	16.00	10%
School Holiday (Ceramics and Jewellery)	Market	per person per hour	30.00	10%
School Holiday (Ceramics and Jewellery) - Concession	Partial Cost	per person per hour	24.00	10%
School Holidays Creative Connection Program	Partial Cost	per person	0.00 - 510.00	10%
<i>Late Fees</i>				
Fee for late pick up of children from workshops	Market	flat fee	22.00	10%
Additional Charges				
Additional firing (per kilo minimum)	Full Cost	per person	10.00	10%
Additional class materials (applicable to all programs)	Market	per person	0.00 - 1530.00	10%
Other Programs				
Studio Access Program	Market	per person per hour	15.00	10%
Creative Connection Program (General)	Partial Cost	per person	0.00 - 510.00	10%
Bespoke Term/Workshop/Masterclass	Market	per person	0.00 - 1500.00	10%
Other Charges				
Art Tutor Rate	Market	per hour	115.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CREATIVE PROGRAMS

Program fees will also apply to offsite programs delivered at other locations.

IDEAS LAB, DARLING SQUARE LIBRARY

Makerspace Programs

Makerspace Public Program - Full	Market	per session	0.00 - 800.00	10%
Makerspace Public Program - Concession	Partial Cost	per session	0.00 - 800.00	10%
Custom workshop/masterclass (including some materials)	Market	per person	0.00 - 1500.00	10%
Materials	Market	per person	0.00 - 1500.00	10%
Tutor Rate	Market	per hour	55.00 - 200.00	10%
Studio Access Program	Market	per hour	15.00	10%

Makerspace Services

3-D Printing

Each 3-D printing job will incur a set-up fee, and a printing time fee.

Set Up Fee

Set Up Fee	Market	per job, per item	5.00	10%
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Printing Time Fee

A maximum fee of \$30.00 per 3D printing job applies.

Printing Time Fee	Market	per hour	3.00	10%
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3-D Printing - Assistive Tools

Set Up Fee

Set Up Fee	Zero	per job, per item	0.00	10%
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Printing Time Fee

A maximum fee of \$30.00 per 3D printing job applies.

Printing Time Fee	Partial Cost	per item	0.00 - 10.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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CREATIVE PROGRAMS

Program fees will also apply to offsite programs delivered at other locations.

IDEAS LAB, DARLING SQUARE LIBRARY

Makerspace Services

Laser Cutting

Each laser cutting job will incur a set-up fee, a materials fee, and a printing time fee.

Set Up Fee

Set Up Fee	Market	per job, per item	5.00	10%
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Materials Fee

Materials Fee	Market	per job, per item	0.00 - 200.00	10%
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Laser Cutting - Assistive Tools

Available to eligible customers, on application.

Each laser cutting job will include a set-up fee, a materials fee, and a printing time fee.

Set Up Fee

Set Up Fee	Zero	per job, per item	0.00	10%
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Materials Fee

Materials Fee	Market	per job, per item	0.00 - 200.00	10%
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Makerspace Venue Hire

All rates are on a per hour basis, subject to negotiation (where indicated). The rates do not include induction into the makerspace or charges for the development and facilitation of workshops. With equipment rates include the utilisation of City-owned makerspace equipment, subject to completion of induction. Within the range of rates specified, the rate charged is subject to discussion with the City. Considerations may include the length and nature of the booking, and the utilisation of City-owned equipment (where applicable).

Community Hire

Community Hire - with equipment	Partial Cost	per hour	0.00 - 125.00	10%
Community Hire - without equipment	Partial Cost	per hour	0.00 - 60.00	10%

Start-up Hire

Start-up Hire - with equipment	Partial Cost	per hour	0.00 - 180.00	10%
Start-up Hire - without equipment	Partial Cost	per hour	0.00 - 80.00	10%

Corporate Hire

Corporate Hire - with equipment	Market	per hour	0.00 - 250.00	10%
Corporate Hire - without equipment	Market	per hour	0.00 - 120.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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LIBRARY SERVICES

LIBRARY MEMBERSHIP

Membership

Residents	Legislative	annual	0.00	0%
People living outside the City of Sydney local government area	Zero	annual	0.00	0%
Workers within the City of Sydney LGA	Zero	annual	0.00	0%
Non-Resident - with Seniors Card or on Benefits	Zero	annual	0.00	0%
Non-Resident - children up to 18 years of age	Zero	annual	0.00	0%
Non-Resident - homeless	Zero	annual	0.00	0%
Non-Resident - living in post code 2042	Zero	annual	0.00	0%
Special Membership	Market	annual	0.00 - 100.00	0%
Replacement Membership Card	Market	per card	5.00	0%
Non-Resident - no permanent NSW address	Zero	per month	0.00	0%

Reservation and Loans

Inter Library Loan	Market	per item	3.50	10%
Rush and Express Inter Library Loan (minimum fee - fees vary depending on rate charged by other library)	Market	min fee/item	55.00	10%
Inter Library Loan - charging library (minimum fee - fees vary depending on rate charged by other library)	Market	per item	30.00	10%
Request of Purchase	Zero	per item	0.00	10%

Lost Items

Both a replacement and a processing fee apply to each lost item.

Replacement Fee

Replacement Fee - based on cost of item	Full Cost	per item	Fee + GST	10%
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Processing Fee

Lost Book	Market	per item	5.00 - 20.00	10%
Lost Periodicals	Market	per item	5.00 - 20.00	10%
Other lost items - including makerspace kits, musical instruments, gaming consoles, CD's, DVD's, audiovisual equipment	Market	per item	5.00 - 20.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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LIBRARY SERVICES

LIBRARY SERVICES

Photocopies / Printing / Scanning

Colour photocopies - photo quality

A4 Colour	Market	per page	1.00	10%
A3 Colour	Market	per page	2.00	10%

Black and White Photocopying

A4 Black & White	Market	per copy	0.20	10%
A3 Black & White	Market	per copy	0.30	10%

A4 Laser Printing

Black & White	Market	per A4 page	0.20	10%
Colour	Market	per A4 page	1.00	10%

A3 Laser Printing

Black & White	Market	per A3 page	0.30	10%
Colour	Market	per A3 page	2.00	10%

3-D Printing

Set Up Fee plus	Market	per job, per item	5.00	10%
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Printing Time Fee

A maximum fee of \$30.00 per 3D printing job applies

Printing Time Fee	Market	per hour	3.00	10%
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Internet & Wi-Fi Access

Members	Zero	per half hr or part thereof	0.00	10%
Non Members	Zero	per half hr or part thereof	0.00	10%

PC Access

Members (maximum of 3 hours per day)	Zero	per half hr or part thereof	0.00	10%
Non Members - Internet research only PC's (limit of 20 minutes)	Zero	per 20 minutes	0.00	10%
Non Members - Internet, Email, MS Office, Adobe Creative Cloud PC's	Market	per hr or part thereof	3.50	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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LIBRARY SERVICES

LIBRARY SERVICES

Makerspace Services

3-D Printing

Each 3-D printing job will incur a set-up fee, and a printing time fee.

Set Up Fee

Set Up Fee	Market	per job, per item	5.00	10%
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Printing Time Fee

A maximum fee of \$30.00 per 3D printing job applies.

Printing Time Fee	Market	per hour	3.00	10%
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3-D Printing - Assistive Tools

Set Up Fee

Set Up Fee	Zero	per job, per item	0.00	10%
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Printing Time Fee

A maximum fee of \$10.00 per 3D printing job applies.

Printing Time Fee	Partial Cost	per item	0.00 - 10.00	10%
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Laser Cutting

Each laser cutting job will incur a set-up fee, a materials fee, and a printing time fee.

Set Up Fee

Set Up Fee	Market	per job, per item	5.00	10%
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Materials Fee

Materials Fee	Market	per job, per item	0.00 - 200.00	10%
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Laser Cutting - Assistive Tools

Available to eligible customers, on application. Each laser cutting job will include a set-up fee, a materials fee, and a printing time fee.

Set Up Fee

Set Up Fee	Zero	per job, per item	0.00	10%
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Materials Fee

Materials Fee	Market	per job, per item	0.00 - 200.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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LIBRARY SERVICES

LIBRARY PROGRAMS

Technology Program

Technology Class - Full	Market	per session	0.00 - 200.00	10%
Technology Class - Full	Market	per session	0.00 - 200.00	10%
Technology Class - Concession	Partial Cost	per session	0.00 - 200.00	10%
Technology Class - Concession	Partial Cost	per session	0.00 - 200.00	10%

Library Public Programs

Library Public Program - Full	Market	per session	0.00 - 800.00	10%
Library Public Program - Concession	Partial Cost	per session	0.00 - 800.00	10%
Makerspace Materials	Market	per person	0.00 - 500.00	10%

MISCELLANEOUS SERVICES

Library Bag

Fee	Market	each	1.00 - 30.00	10%
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USB Stick

Fee	Market	each	5.00 - 20.00	10%
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Headphone

Fee	Market	each	5.00 - 30.00	10%
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Bicycle Puncture Repair

Fee	Market	per pack of 5	5.00	10%
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Sale of Library Items/Merchandise

Low Value Item (small size/high volume/standard quality)	Market	per item	0.00 - 100.00	10%
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Book Club Kit Annual Fee

Fee	Market	annual	0.00 - 100.00	10%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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HISTORY PUBLICATIONS

SALE OF PUBLICATIONS

Titles

"The Accidental City"	Partial Cost	each	5.00	10%
"Sydney Town Hall"	Partial Cost	each	5.00	10%
"Capitol Theatre"	Partial Cost	each	5.00	10%
"Sacked! The Sydney City Council 1853-1988"	Partial Cost	each	5.00	10%
"Pyrmont & Ultimo [2nd edition]"	Market	each	30.00	10%
"Chippendale [2nd edition]"	Market	each	30.00	10%
"Surry Hills [2nd edition]"	Market	each	30.00	10%
"Millers Point [2nd edition]"	Market	each	30.00	10%
"Red Tape Gold Scissors [English 2nd edition]"	Market	each	30.00	10%
"Sydney Town Hall & Collections"	Market	each	50.00	10%
"Grandeur & Grit (Glebe History)"	Market	each	35.00	10%
"We Never Had a Hotbed of Crime" - Hardback	Partial Cost	each	10.00	10%
"We Never Had a Hotbed of Crime" - Paperback	Partial Cost	each	5.00	10%
"Musical Chairs: The Quest for a City Recital Hall"	Partial Cost	each	5.00	10%
Barani Barrabugu Booklet Bulk Request For Barani Barrabugu Booklets: Orders of up to 300 booklets are free. Orders of 300 to 999 booklets are charged at 50% of the cost of production. Orders of 1000 or more booklets are charged at 100% of the cost of production.	Partial Cost	per order	Fee + GST	10%
"Our City: 175 years in 175 objects" Exhibition Catalogue	Market	each	20.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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EARLY EDUCATION AND CARE CENTRES

A discount of up to 100% off the standard fee is available for eligible families.

EVELEIGH EARLY LEARNING AND PRESCHOOL

Holding Deposit

Due upon enrolment

Holding deposit (due upon enrolment)	Security Deposit	per child	300.00	0%
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Childcare Fees

Standard Fee	Partial Cost	per child, per day	125.00	0%
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REDFERN OCCASIONAL CARE CENTRE

Childcare Fees

Standard Fee

Half Day	Partial Cost	per child, per half day	40.00	0%
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Full Day	Partial Cost	per child, per day	80.00	0%
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BROUGHTON STREET KINDERGARTEN

HILDA BOOLER KINDERGARTEN

REDFERN COMMUNITY PRE-SCHOOL

Holding Deposit

Due upon enrolment

Holding deposit (due upon enrolment)	Security Deposit	per child	200.00	0%
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Childcare Fees

Standard Fee

Standard Fee	Partial Cost	per child, per day	54.30	0%
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Equity Fee

Reduced rate fee for children who meet the Start Strong Equity Funding Criteria	Partial Cost	per child, per session	14.50	0%
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EARLY EDUCATION AND CARE - MISCELLANEOUS SERVICES

Children's Activities

Children's Activities	Full Cost	per child, per activity	0.00 - 50.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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EARLY EDUCATION AND CARE CENTRES

A discount of up to 100% off the standard fee is available for eligible families.

EARLY EDUCATION AND CARE - LATE FEES

Late Fees

Up to 15 minutes after the session ends or service closes	Partial Cost	per family	20.00	0%
Between 16 - 30 minutes after the service closes	Partial Cost	per family	40.00	0%
Between 31 - 45 minutes after the service closes	Partial Cost	per family	60.00	0%
Between 46 - 60 minutes after the service closes	Partial Cost	per family	80.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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AFTER SCHOOL CARE / VACATION CARE

A discount of up to 100% off the standard fee is available for eligible families.

ULTIMO OUTSIDE SCHOOL HOURS CARE

PYRMONT OUTSIDE SCHOOL HOURS CARE

KING GEORGE V (The Rocks) OUTSIDE SCHOOL HOURS CARE

Holding Deposit

Due upon enrolment

After School Care

Permanent After School Care users

Holding Deposit	Security Deposit	per child	100.00	0%
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After School Care

Standard Fee	Partial Cost	per child, per afternoon	30.00	0%
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Vacation Care

(cost of excursions included in fee)

Standard Fee	Partial Cost	per child, per day	67.00	0%
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WOOLLOOMOOLOO OUTSIDE SCHOOL HOURS CARE

Holding Deposit

Due upon enrolment

After School Care

Permanent After School Users

Holding Deposit	Security Deposit	per child	100.00	0%
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After School Care

Standard Fee	Partial Cost	per child, per afternoon	30.00	0%
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Vacation Care

(cost of excursions included in fee)

Standard Fee	Partial Cost	per child, per day	67.00	0%
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OUTSIDE SCHOOL HOURS CARE - MISCELLANEOUS SERVICES

Children's Activities

Children's Activities	Full Cost	per child, per activity	0.00 - 50.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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AFTER SCHOOL CARE / VACATION CARE

A discount of up to 100% off the standard fee is available for eligible families.

AFTER SCHOOL / VACATION CARE LATE FEES

Applicable to all centres except Surry Hills

Late Fees

Up to 15 minutes after the session ends or service closes	Partial Cost	per family	20.00	0%
Between 16 - 30 minutes after the service closes	Partial Cost	per family	40.00	0%
Between 31 - 45 minutes after the service closes	Partial Cost	per family	60.00	0%
Between 46 - 60 minutes after the service closes	Partial Cost	per family	80.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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COMMUNITY SERVICES

ACTIVITY / COMMUNITY CENTRE MEALS

Meal Fee waiver may be available on request (subject to conditions)

Centre Meals Fee

Fee	Partial Cost	per meal	0.00 - 20.00	0%
Fee	Partial Cost	per meal	0.00 - 20.00	0%

MEALS ON WHEELS SERVICE

Meals - Provided to Home & Community Care Clients (HACC Funded) OR Meals - Provided to Commonwealth Funded Aged Care Packages (No HACC Funding)

Meal Only (Standard)	Partial Cost	Meal	6.80	0%
Meal Only (Salad)	Partial Cost	Meal	6.80	0%
Dessert (subject to conditions)	Partial Cost	Meal	2.10	0%
Soup Only (subject to conditions)	Partial Cost	Meal	2.10	0%
Bread (subject to conditions)	Zero	Meal	0.00	0%
Snack Only	Partial Cost	Meal	2.00 - 10.00	0%

Service Provider Fee - Commonwealth funded Aged Care Packages and Non-Resident Clients

Customers not eligible for Disability or Aged Care Funding subsidy or Non Resident	Full Cost	Meal	11.55	0%
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Service Provider Fee - For National Disability Insurance Scheme (NDIS) funded Packages

Eligible NDIS Customers	Full Cost	Meal	11.55	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
COMMUNITY PROGRAMS & SERVICES				
COMMUNITY BUS SCHEME				
Category A (Subject to CEO Approval)				
Partnership Programs with the City of Sydney				
Half Day (up to 4 hours)	Zero	per booking	0.00	10%
Full Day (over 4 hours)	Zero	per booking	0.00	10%
Additional overnight charge	Zero	per night	0.00	10%
Cleaning Fee - to be charged if buses not returned clean	Partial Cost	per booking	103.00	10%
Refuelling Fee - to be charged if buses returned not refuelled	Partial Cost	per booking	65.00	10%
Category B				
Non-profit Organisations / Community Groups / Disadvantaged Schools				
Full Day (over 4 hours)	Partial Cost	per booking	32.00	10%
Additional overnight charge	Partial Cost	per night	95.00	10%
Cleaning fee - to be charged if buses returned not cleaned	Partial Cost	per booking	103.00	10%
Refuelling fee - to be charged if buses returned not refuelled	Partial Cost	per booking	65.00	10%
Failure to notify a booking cancellation - full day	Partial Cost	per booking	32.00	10%
Pre-trip Inspection Fee (hires travelling outside 100km radius of City of Sydney local government area)	Partial Cost	per booking	55.00	10%
Toll charges (cost of tolls used throughout hire)	Full Cost	per booking	Fee + GST	10%
Category C				
Other Groups / Non-City of Sydney Organisations / Other Schools				
Half day (up to 4 hours)	Partial Cost	per booking	114.00	10%
Full Day (over 4 hours)	Partial Cost	per booking	193.00	10%
Additional overnight charge	Partial Cost	per night	95.00	10%
Cleaning fee - to be charged if buses returned not cleaned	Partial Cost	per booking	103.00	10%
Refuelling fee - to be charged if buses returned not refuelled	Partial Cost	per booking	65.00	10%
Failure to notify a booking cancellation - half day	Partial Cost	per booking	114.00	10%
Failure to notify a booking cancellation – full day	Partial Cost	per booking	193.00	10%
Pre-trip Inspection Fee (hires travelling outside 100km radius of City of Sydney local government area)	Partial Cost	per booking	55.00	10%
Toll charges (cost of tolls used throughout hire)	Full Cost	per booking	Fee + GST	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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COMMUNITY PROGRAMS & SERVICES

COMMUNITY BUS SCHEME

Additional Fees for Provision of Bus Drivers

Monday - Friday 8:15am to 5pm (minimum 4 hrs)	Market	per hour	55.00	10%
Monday - Friday 5pm to midnight (minimum 4 hrs)	Market	per hour	110.00	10%
Weekend - 7am - midnight (minimum 4 hrs)	Market	per hour	110.00	10%
Public Holidays	Market	per hour	165.00	10%

Fuel Usage Charge

To be approved by the Community Transport Coordinator prior to confirmation of bus booking

Fee	Partial Cost	per km	0.52	10%
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Insurance Excess Fee

Costs incurred by the City	Full Cost	per incident	Fee + GST	10%
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CITY SPACES PROGRAMS AND ACTIVITIES

Includes centre-based activities, classes, events and programs and online programs

Programs, Activities and Outings

Fee	Partial Cost	per activity	0.00 - 250.00	10%
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Special Youth Events

Activities and Excursions (recovery of the City's costs up to \$100)	Partial Cost	per person	Fee + GST	10%
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Equipment Hire and Sales

Equipment Hire	Partial Cost	per item	0.00 - 60.00	10%
Equipment and Materials Sales	Market	per item	Fee + GST	10%

Photocopies / Printing

A4 Black & White	Market	per copy	0.20	10%
A3 Black & White	Market	per copy	0.30	10%
A4 Colour	Market	per copy	1.00	10%
A3 Colour	Market	per copy	2.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
BANNER POLES				
BANNER POLE ADVERTISING				
30% of fee to be paid as deposit on booking. The balance of the fee is invoiced and due once the banners are installed. If the order is cancelled within ninety (90) days of installation date, the deposit will be forfeited.				
Simple Sequence				
<i>Establishment Fee (for less than 51 banner installations or dismantles)</i>				
This fee applies once, on installation, and once on dismantling, per campaign.				
Fee	Market	per campaign	645.00	0%
<i>Installation and Dismantling Fee</i>				
Fee	Market	per banner	80.00 - 160.00	0%
<i>Cleaning</i>				
Washing, Labelling & Packing	Market	per banner	15.00	0%
Banner Recycling	Full Cost	per banner	10.00	0%
Complex Sequence				
<i>Establishment Fee (for less than 51 banner installations or dismantles)</i>				
This fee applies once, on installation, and once on dismantling, per campaign.				
Fee	Market	per campaign	645.00	0%
<i>Installation and Dismantling Fee</i>				
Fee	Market	per banner	92.00 - 170.00	0%
<i>Cleaning</i>				
Washing, Labelling & Packing	Market	per banner	15.00	0%
Banner Recycling	Full Cost	per banner	10.00	0%
Commercial Rate				
Commercial Rate - Premium	Market	per banner per week	187.00	0%
Commercial Rate - City	Market	per banner per week	145.00	0%
Commercial Rate - Urban	Market	per banner per week	88.00	0%
Charity Organisations (with DGR Status)				
Rate - Charity Organisations	Market	per banner per week	35.00	0%
Not for Profit				
Not For Profit Rate	Market	per banner per week	72.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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BANNER POLES

BANNER POLE ADVERTISING

30% of fee to be paid as deposit on booking. The balance of the fee is invoiced and due once the banners are installed. If the order is cancelled within ninety (90) days of installation date, the deposit will be forfeited.

Government

Government Rate - Premium	Market	per banner per week	147.00	0%
Government Rate - City	Market	per banner per week	120.00	0%
Government Rate - Urban	Market	per banner per week	72.00	0%

Sponsorship

Charity Organisations (with DGR Status)

Rate - Charity Organisations	Market	per banner per week	35.00	0%
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Not for Profit

Not for Profit Rate	Market	per banner per week	72.00	0%
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Government

Government Rate - Premium	Market	per banner per week	147.00	0%
Government Rate - City	Market	per banner per week	120.00	0%
Government Rate - Urban	Market	per banner per week	72.00	0%

Delivery fees

Outside the Sydney Metropolitan Area	Market	per campaign	365.00	0%
Within the Sydney Metropolitan Area	Market	per campaign	195.00	0%

Order Variation Fee

Order Variation Fee	Market	per campaign	510.00	0%
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Urgency Fees

Applicable when installers receive late banner deliveries close to the installation date

Urgency Fee	Market	per campaign	980.00	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
EVENTS				
HIRE OF EVENT ASSETS				
Production Items	Market	per item per week	0.00 - 600.00	10%
Scenic Items	Market	per item per week	0.00 - 650.00	10%
Scenic Installations	Partial Cost	per item	Fee + GST	10%
EVENT TICKETING				
Event Ticket	Market	per person	0.00 - 400.00	10%
SALE OF EVENT ITEMS (INCLUDING BANNERS)				
Low Value Item (small size/high volume/standard quality)	Market	per item	0.00 - 200.00	10%
Medium Value Item (medium size/limited volume/good quality)	Market	per item	200.00 - 800.00	10%
High Value Item (large size/very limited volume/ exceptional quality)	Market	per item	600.00 - 1000.00	10%
EVENT PARTICIPATION				
Stall / Vending Hire				
Stall Hire	Market	per unit	0.00 - 3000.00	10%
Vending Hire Fees	Market	per item	0.00 - 3000.00	10%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
LEGAL				
DOCUMENT PREPARATION				
Document				
Positive Covenant or Restriction on the use of land (including variations)	Partial Cost	per document	605.00	10%
Simple Deed or Agreement	Partial Cost	per document	1,800.00	10%
Complex Deed or Agreement	Partial Cost	per document	4,400.00	10%
Short Form Planning Agreement (unamended standard form)	Zero	per document	0.00	10%
Short Form Planning Agreement (amended)	Partial Cost	per document	1,800.00	10%
Simple Planning Agreement	Partial Cost	per document	5,500.00	10%
Complex Planning Agreement	Partial Cost	per document	15,000.00	10%
Documents prepared by external lawyers	Full Cost	per document	Fee - at cost	10%
Disbursements (e.g.: LRS, PEXA fees)	Full Cost	per item	Fee - at cost	10%
INFORMATION MANAGEMENT				
CITY RECORDS - FORMAL GIPAA APPLICATIONS				
Formal Access Application (not personal information of applicant)				
Application Fee	Legislative	per request	30.00	0%
Processing Charge	Legislative	per hour	30.00	0%
Formal Access Application (personal information of applicant)				
Application Fee	Legislative	per request	30.00	0%
Processing Charge after the first 20 hrs	Legislative	per hour	30.00	0%
Internal Review				
Application Fee	Legislative	per request	40.00	0%
CITY RECORDS - INFORMAL GIPAA REQUESTS				
Copies of Documents and Photographs				
Copies of documents and photographs are charged based on the costs incurred by the City.				
Digitisation of plans	Full Cost	per sheet	5.00	0%
Digitisation of files	Partial Cost	per folder per file	25.00	0%
Digitisation (other than of files, photographs and plans)	Full Cost	per request	Fee	0%
Copies of Photographs				
Digitisation of photograph	Full Cost	per image	20.00	0%
SUBPOENA PROCESSING				
Also see fees under Legal category - Document / File Preparation for Court				
Conduct Money				
Conduct Money	Full Cost	per application	30.00	0%

SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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FINANCE

RATES & VALUATION CERTIFICATES

Section 603 Certificates - Local Government Act 1993

Normal Fee (by Ministerial Decree)	Legislative	per certificate	100.00	0%
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Bulk reprinting of rate notices

Bulk hardcopy reprinting of rate notices - recovery of charges by the City's supplier	Full Cost	per hour	Fee	10%
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SECURITIES

Fee for Refundable Security Deposits & S7.11 Contributions

Base Management Fee - BDD pre-2004 where applicable	Partial Cost	Deposit Amt	2.20%	10%
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FINANCE CHARGES

Enquiry Fees

Investigation Fee	Full Cost	per item	50.00	10%
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Dishonoured Fee

Cheques, Electronic Transactions, Credit Cards, etc	Partial Cost	per item	35.00	10%
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Rates Refunds

Rates Refund Fee	Partial Cost	per assessment	50.00	10%
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Presentation Charges

Presentations by City staff	Partial Cost	per event	0.00 - 2500.00	10%
Presentations/technical advice to visiting organisations	Partial Cost	per day per event	0.00 - 2500.00	10%

INTEREST ON OVERDUE DEBTS

Interest on Overdue Rates

Per annum rate, calculated daily:

Interest Rate	Legislative	per assessment	10.50%	0%
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Interest on Other Overdue Debts

Per annum rate, calculated daily:

Interest Rate	Partial Cost	per debt	10.50%	0%
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SCHEDULE OF FEES AND CHARGES 2025/2026

Description	Pricing Code	Unit of Measure	\$ Fee	GST
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SUSTAINABILITY

SUSTAINABILITY PROGRAMS

Sustainability Programs

In the event of the City of Sydney organising a Sustainability Programs workshop for an organisation, the direct costs associated with this workshop may be charged to the organisation.

Residents	Market	per registrant	0.00 - 80.00	10%
Non-Residents	Market	per registrant	0.00 - 80.00	10%
Organisations	Partial Cost	by negotiation	Fee + GST	10%



Commercial Venue Hire

Fees and Charges
2025/26
Appendix 1

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

CITY OF SYDNEY 

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Introduction

The City of Sydney offers several landmark venues for hire, for corporate functions, wedding receptions, live performances, exhibitions, film shoots and other events.

These landmark venues are:

Sydney Town Hall

- Centennial Hall
- Lower Town Hall
- Ancillary venues

Customs House

- Barnet Long Room

Paddington Town Hall

- Stapleton Hall

Eternity Playhouse

These venues are managed by the City's Venue Management business unit. This document outlines the fees and charges for these landmark venues.

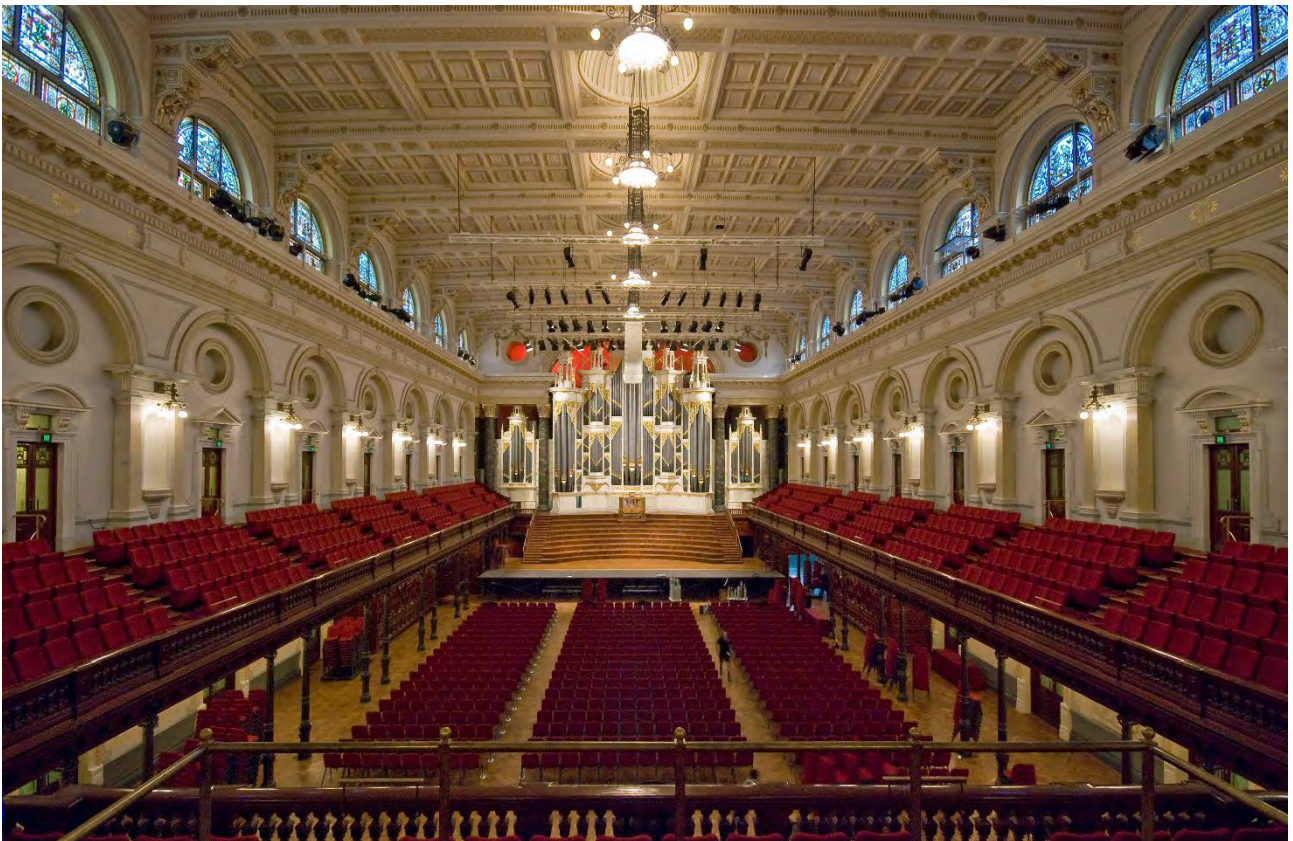


Figure 1. Centennial Hall, Sydney Town Hall – Photo by Paul Patterson / City of Sydney

Overview

The fees and charges for these landmark venues are categorised as follows:

- Venue hire
- Equipment hire
- Personnel, and
- Miscellaneous.

Venue hire fees are the fees applicable for hiring the venue for a period. These fees are calculated on an hourly rate, subject to a minimum number of hours per event type.

Equipment hire charges are charges for the hiring of audio, visual, and other equipment. They are most commonly charged on a per item, per day basis. However, Venue Management does offer several packages, tailored to different types of events.

Personnel charges are charges for technical and event support staffing, to facilitate an event.

Miscellaneous charges relate to ancillary services which may be required to facilitate an event, including building management, sub-hiring, communications technology, and waste removal.

Please note the following in relation to pricing:

- Pricing in this document is valid from 1 July 2025 until 30 June 2026.
- All prices quoted include GST, unless stated otherwise.
- The basis of pricing is market rates, unless stated otherwise.

Hirer categories

The City recognises two customer/hirer categories in relation to the hire of landmark venues, as follows:

Category 1 – Full Fee Paying

Any organisation, group or individual that does not meet the criteria for Category 2.

Category 2 – Partial Fee Paying

A legal entity that is registered as a charity with the Australian Charities and Not-for-profits Commission or is a registered incorporated association.

OR

A public company limited by guarantee, non-distributing co-operative, or similar legal entity established for not-for-profit purposes, and the event or use of the venue will enable achievement of the entity's purposes and betterment for the City of Sydney community.

Evidence to establish the hirer falls within this category will be required.

Venue hire rates

The City will negotiate a venue hire rate for landmark venues with customers, based on the nature and the requirements of the booking.

The factors which may be considered by the City, when negotiating a venue hire rate are outlined below:

Subsidised rates

- Subsidised venue hire rates may be available to registered not-for-profit and charitable organisations.
- Eligible hirers may receive a discount of up to 50% on venue hire charges.
- Subsidised rates are not applicable to other fees and charges related to the booking (such as Equipment hire, Personnel and Miscellaneous charges).
- To be eligible for subsidised rates, the hirer must meet the requirements assigned to hirer Category 2.
- Subsidised rates may be offered in conjunction with other promotions or seasonal pricing. This will be at the discretion of the City and subject to relevant terms and conditions.

Seasonal pricing

- Seasonal pricing / rate adjustments may apply.
- Where seasonal rates are applied, the base rate advertised below may increase or decrease accordingly.
- Seasonal rates may be applied to all or part of the booking period, or to individual days, at the discretion of the City.

Bundled / all-inclusive / package rates

- The City may, where appropriate, negotiate a bundled / all-inclusive / package rate, which incorporates charges for several different services and fees.
- This rate may be charged on a per person or per hour basis, or as a lump sum amount, or another applicable basis.
- This rate may include charges for third party suppliers required to facilitate the event and may include commissions or mark-ups, as appropriate.

Multiple day/long duration events

- The venue hire rate for multiple day events of 3 or more days are subject to negotiation.

Promotions

- The City may, from time to time as appropriate, implement and run promotional activities.
- These promotional activities may include, but not be limited to, offering booking incentives, discounts, and value-add incentives.
- Where the City determines to implement and run such promotional activities, the rate will be determined by the City as it sees fit, and in line with market conditions.

Performing Arts technical services rates

- The City may, from time to time, elect to support the performing arts by offering co-promotional, tiered, or seasonal rates on technical equipment and services.

These rates will only be available upon application to eligible hirers for live performance and performing arts events.

Support for Grant Recipients

- Not-for-Profit organisations awarded a venue hire support grant from the City (either in cash or value-in-kind) to be used towards a landmark venue hire booking, will be entitled to a 25% reduction on their equipment hire charges.



Figure 2. Barnet Long Room, Customs House at Circular Quay – Photo by Anna Kucera / City of Sydney

Sydney Town Hall

Centennial Hall and Vestibule

Category	Total minimum hours per day	Total minimum venue hire charge (\$)	Hourly rate (\$) ¹
Catered rate	15	16,910	1,335
Standard rate	15	19,000	1,335
Standard half day rate	8	12,976	1,622
Wedding package	24	25,600	-
Elections	12	30,240	2,520
Dark day rate (non-event day) ²	15	24,600	By negotiation

¹ Hourly rate is the rate charged per hour, over and above the total minimum venue hire charge.

² Where the venue is hired over a period of multiple days, and not used on any particular day in that period, the dark day hire rate will apply.

These venues are not hired on an individual hourly rate, so the hourly rate only applies where the duration of the booking exceeds the total minimum hours per day.

Lower Town Hall and The Vault

Category	Total minimum hours per day	Total minimum venue hire charge (\$)	Hourly rate (\$) ¹
Standard rate	4	3,375	845
Multi day rate ¹ (1-2 days)	10	7,752	775
Multi day rate ¹ (3-13 days)	10	6,045	604
Multi day rate ¹ (14 days+)	10	Upon application	Upon application
Elections ²	12	14,232	1,186
Dark day rate (non-event day) ³	8	7,672	By negotiation

¹ One combined patron entrance / exit only

² Separate patron entrance and exit

³ Where the venue is hired over a period of multiple days, and not used on any particular day in that period, the dark day hire rate will apply.

Ancillary venues

Category	Total minimum hours per day	Total minimum venue hire charge (\$)	Hourly rate (\$) ¹
Marconi Room (composite)	4	1,650	413
Marconi Terrace	4	2,550	638
Southern Function Room	4	950	238
Treasury Room	4	950	238
The Vault	4	950	238
Vestibule ²	5	4,850	970
VIP Boardroom	4	730	183

¹ Hourly rate is the rate charged per hour, over and above the total minimum venue hire charge. These venues are not hired on an individual hourly rate, so the hourly rate only applies where the duration of the booking exceeds the total minimum hours per day.

² Hiring of the Vestibule is at the discretion of the City and does not include access to Centennial Hall.

Customs House

Barnet Long Room

Venue hire is inclusive of the Barnet Long Room, pre-function rooms, balcony and boardroom.

Category	Total minimum hours per day	Total minimum venue hire charge (\$)	Hourly rate (\$) ¹
Evening rate	5	2,570	514
Half day rate (until 1:00pm)	4	1,650	413
Standard day rate	8	2,200	275
Exhibition	10	3,920	392

¹ Hourly rate is the rate charged per hour, over and above the total minimum venue hire charge. These venues are not hired on an individual hourly rate, so the hourly rate only applies where the duration of the booking exceeds the total minimum hours per day.



Figure 3. Customs House, Circular Quay – Photo by Katherine Griffiths / City of Sydney

Paddington Town Hall

Stapleton Hall

Inclusive of the bar, pre-function area and Oxford Street balcony.

Category	Total minimum hours per day	Total minimum venue hire charge (\$)	Hourly rate (\$) ¹
Half day rate (until 2:00pm)	5	2,600	520
Standard day rate	10	4,140	414
Multi day rate (3-13 days)	10	3,290	329
Multi day rate (14 days+)	10	Upon Application	Upon Application
Post-event load-out ²	4	1,140	285

¹ Hourly rate is the rate charged per hour, over and above the total minimum venue hire charge. These venues are not hired on an individual hourly rate, so the hourly rate only applies where the duration of the booking exceeds the total minimum hours per day.

² Post-event load-out is the rate charged the day after the event and is subject to availability



Figure 4. Paddington Town Hall, Paddington – Photo by Paul Patterson / City of Sydney

Eternity Playhouse

Eternity Playhouse

Venue hire is inclusive of the Theatre and Bar/Foyer.

Personnel and equipment charges are not included and charged separately.

Category	Total minimum hours per day	Total minimum venue hire charge (\$)	Hourly rate (\$) ¹
Standard day rate	15	2,000	150

¹ Hourly rate is the rate charged per hour, over and above the total minimum venue hire charge. These venues are not hired on an individual hourly rate, so the hourly rate only applies where the duration of the booking exceeds the total minimum hours per day.



Figure 5. Eternity Playhouse, Darlinghurst.

Equipment charges

(all venues)

All charges are per item (each), unless stated otherwise.

Prices are for equipment hire only. Personnel charges are additional, unless noted. All equipment and packages offered are subject to availability.

Charges for season equipment rental periods greater than 1 week, and / or turnkey solutions will be by quotation.

Some equipment may be able to be utilised at Eternity Playhouse (even those listed as Town Hall only), subject to availability and practicability. Further information regarding what equipment can be utilised or hired is available at the time of enquiry from Venue Management technical services staff.

Where equipment is required to be transported from one venue to another a delivery fee may be incurred.

Audio equipment

Speakers	Day rate each (\$)	Weekly rate each (\$)
Portable PA 2 speaker package	425	1,275
Portable PA 4 speaker package	570	1,710
Portable PA 6 speaker package	695	2,085
Portable PA 8 speaker package	725	2,175
Portable PA – Ti10 line array	1,050	3,150
Portable PA – Wedding band & PA package	2,450	7,350
Band Package – Small	500	1,500
Band Package – Medium	1,000	3,000
Band Package – Large (includes monitor console)	2,100	6,300
Speaker – personal monitor	50	150
Speaker – foldback	90	270
Speaker – full range	105	315
Speaker – sub	115	345

Audio equipment (cont'd)

Speakers	Day rate each (\$)	Weekly rate each (\$)
Speaker – amplifier	75	225
Media splitter	125	375

Mixing console	Day rate each (\$)	Weekly rate each (\$)
Mixing console – Small format	155	465
Mixing console – Medium format	315	945
Mixing console – Large format	750	2,250
Audio recording – archival (Stereo Mix)	180	N/A
Audio recording – Multitrack (Unmixed stems only)	315	N/A
DJ package (2 x deck, mixer & table)	630	1,890
DJ Deck – Additional	180	540

Audio systems	Day rate each (\$)	Weekly rate each (\$)
Marconi and Southern Function Room audio system	350	1,050
Vestibule audio system	250	750
Externally sourced audio equipment / services	Cost + 20% service fee	Cost + 20% service fee

Microphones and communication	Day rate each (\$)	Weekly rate each (\$)
Microphone – cabled	15	45
Wireless comms – belt pack	120	360
Wireless – handheld radio microphone	170	510
Wireless – headset or lapel radio microphone	190	570
Wireless – in ear monitor	170	510

Lighting equipment

Lighting packages	Day rate each (\$)	Weekly rate each (\$)
Lighting package – base	3,625	10,875
Lighting package – enhanced	4,650	13,950
Lighting package – comprehensive	6,650	19,950
Lighting package – wedding	5,175	15,525
Lighting package – floor package	625	1,875
Lighting package – The Vestibule	775	2,325
Lighting package – Centennial Hall walls & ceiling	1,550	4,650
Lighting package – LTH additional room lighting (base)	925	2,775
Lighting package – LTH stage wash	300	900

Lighting equipment	Day rate each (\$)	Weekly rate each (\$)
Light – LED par	30	90
Light – LED panel light (film/TV style)	75	225
Light – battery LED (6 pack)	185	555
Light – Pixel Strip (case of 20)	400	1200
Light – moving head profile / wash	180	540
Light – conventional	15	45
Light – follow spot	205	615
Light – Strobe	150	450
Lighting desk – portable	100	300

Lighting equipment (cont'd)

Lighting desk – grand MA	Day rate each (\$)	Weekly rate each (\$)
Lighting desk – grand MA	350	1,050
Lighting desk – grand MA full size	500	1,500

Effect equipment	Day rate each (\$)	Weekly rate each (\$)
Hazer	260	780
Low fog – look solutions HP	515	1,545
Mirror ball	170	510
3 phase distribution board	77	231
Power lock – 25m 200A cable	150	450
Power lock – 200A distro	300	900
Externally sourced lighting equipment / services	Cost + 20% service fee	Cost + 20% service fee

Vision equipment

Camera and broadcast equipment	Day rate each (\$)	Weekly rate each (\$)
Broadcast camera package (includes body, lens, tripod, demands and monitor)	625	1,875
Camera package – MFT lens (includes body, lens and tripod)	605	915
Camera – PTZ	200	600
Camera – PTZ controller	200	600
Camera – PTZ camera package – Base (includes 4 x PTZ cameras and controller)	775	2,325
Camera – PTZ camera package – Comprehensive (includes up to 8 x PTZ cameras and controller)	1,400	4,200
Camera ISO – recorder only (per)	155	465

Monitors	Day rate each (\$)	Weekly rate each (\$)
Monitor – portable digital signage (LED display 65")	155	465
Monitor – portable digital signage (LED display 75")	185	555
Monitor – foldback / comfort	130	390
Monitor – preview	75	225

Vision equipment (cont'd)

Projectors	Day rate each (\$)	Weekly rate each (\$)
Projector – desktop / meeting room	450	1,350
Projector – medium format	775	2,325
Projector – large format – 25K	1,500	4,500
Projector – large format – 40K	1,850	5,550
Projector lens – short throw	330	990
Projector lens – medium throw	280	840
Projector lens – long throw	380	1,140

Projection screens	Day rate each (\$)	Weekly rate each (\$)
Projection screen 14' x 8' – front or rear project	240	720
Projection screen 16' x 9' – front or rear project	310	930
Projection screen 20' x 11' – front project only	410	1,230
Projection screen 24' x 11' – front project only	465	1,395
Projection screen 30' x 10' – front project only	725	2,175
Projection screen 12m x 4m – front project only	925	2,775

Vision equipment (cont'd)

Vision equipment	Day rate each (\$)	Weekly rate each (\$)
Vision switcher – ATEM with control surface	415	1,245
Vision switcher – HD8 ISO	465	1,395
Vision switcher – Constellation HD with control surface	875	2,625
Vision switcher – Barco S3 & EC50	2,070	6,210
Vision switcher surface – Barco EC50	515	1,545
Wireless SDI/HDMI system (per channel)	155	465
Vision scaler / converter	100	300
Vision micro converter	25	75

Other equipment	Day rate each (\$)	Weekly rate each (\$)
Chairman's timer	125	375
Computer – laptop	150	450
Wireless presenter	75	225

Audio and visual packages

All charges are per day, unless stated otherwise.

Day rates include set-up and pack-down, unless stated otherwise.

Charges for season equipment rental periods greater than 1 week, and / or turnkey solutions will be by quotation.

Centennial Hall	Day rate each (\$)	Weekly rate each (\$)
Single screen 16' x 9' projection package (Blackmagic switcher)	3,775	11,325
Single screen 20' x 11' projection package (Blackmagic switcher)	5,175	15,525
Single screen 24' x 13.5' projection package (Blackmagic switcher)	5,950	17,850
Single screen 30' x 11' projection package (blend Barco switcher)	8,250	24,750
Single screen 12m x 4m projection package (blend Barco switcher)	9,300	27,900
Dual screen 16' x 9' projection package (Blackmagic switcher)	6,200	18,600
Dual screen 20' x 11' projection package (Blackmagic switcher)	7,750	23,250
Single centre 24' x 13.5' screen Dual 16' x 9' side screens gallery projection package (Blackmagic switcher)	10,050	30,150
Externally sourced vision equipment / services	Cost + 20% service fee	Cost + 20% service fee

Audio and visual packages (cont'd)

Lower Town Hall	Day rate each (\$)¹	Weekly rate each (\$)¹
Audio package (includes audio, lighting and draping)	2,575	7,725
Single screen AV package (includes vision, audio, lighting and draping)	4,650	13,950
Dual screen AV package (includes vision, audio, lighting and draping)	5,675	17,025

¹ Includes set-up / pack-down labour

Marconi Room and Southern Function Room	Day rate each (\$)	Weekly rate each (\$)
Live video stream of Centennial Hall	200	600

Audio Visual Systems (all)	Day rate each (\$)	Weekly rate each (\$)
Portable projector and screen	1,350	4,050
Portable projector, screen and PA	1,600	4,800
AV control rack (vision switcher, audio mixer and radio mic x 2)	450	1,350
Vision Control System (Ancillary Spaces)	750	2,250
Audio Control System (Ancillary Spaces)	500	1,500
Combined AV Control Systems (Ancillary Spaces)	1,200	3,600

Audio and visual packages (cont'd)

Production suites	Unit of measure	Rate (\$)
Vision – Archival recording (Minimum hours – 4 hours, includes operator & switcher, camera systems and operators additional)	Per hour	210
Vision – camera control suite (Minimum staffing 1 operator)	Per day	1,050
Vision – broadcast suite (Minimum staffing 2 operators)	Per day	1,800
Audio – record / broadcast suite (Minimum staffing 1 operator)	Per day	1,275
Full audio and video broadcast suite (Minimum staffing 2 operators)	Per day	2,850

¹ Facilities only – minimum labour requirements apply

Additional technology	Unit of measure	Rate (\$)
Internet connection – Barnet Long Room only	Each per day	100
High speed internet connection – Sydney Town Hall	Per line, per day	125
Streaming service	Per event	On application

Rigging equipment

Rigging equipment	Day rate each (\$)	Weekly rate each (\$)
Chain hoist – temporary	175	525
Chain hoist – installed	200	600
Chain hoist motor control – 16 Way with pendant	350	1,050
Truss section – HD 33 tri	30	90
Truss section – F34 / HD square	30	90
Truss section – F45 square	40	120
Truss section – pre-rig	50	150
Truss section – HD stacking truss	60	180
Truss section – F34 circle section	45	135
Truss section – F34 corner / block	35	105
Truss – base plate	25	75
Externally sourced rigging equipment / services	Cost + 20% service fee	Cost + 20% service fee

Staging equipment and services

Furniture and equipment ¹	Unit of measure	Rate (\$)
Carpet Runner Centennial Hall – front steps to eastern corridor	Each per week	300
Carpet Runner Centennial Hall – centre aisle	Each per week	500
Bar stool	Each per week	35
Tub chair	Each per week	45
Flip chart including pads and pens	Each per week	25
Lectern – Perspex	Each per week	125
Lectern – Procson	Each per week	75
Piano – Fazioli	Per booking	1,080
Piano – Kawai GX6	Per booking	850
Piano tuning – each	Per callout	360
Externally sourced staging equipment / services	Cost + 20% service fee	Cost + 20% service fee

¹ Available at Sydney Town Hall only

Staging equipment and services (cont'd)

Stage and stage equipment ¹	Unit of measure	Rate (\$)
Riser – decks	Each per week	78
Riser – handrail section – 1.2m	Each per week	35
Riser – kick rail / chair stop – 2.4m	Each per week	10
Riser – treads (per individual step)	Each per week	20
Riser – choir A step extension	Each per week	550
Riser – choir B step extension	Each per week	550
Riser – choir G step extension	Each per week	325
Riser – stage lip extension 16.8mW x 0.9mD	Each per week	560
Riser – stage lip extension 16.8mW x 1.2mD	Each per week	560
Riser – stage lip extension 16.8mW x 3.6mD	Each per week	560
Riser – stage lip extension 18.0mW x 4.8mD	Each per week	1,200
Riser – stage lip extension 16.8mW x 6.0mD	Each per week	1,600
Riser – stage lip extension 18.0mW x 1.8mD	Each per week	1,125
Riser – additional production desk	Each per week	60

¹ Available at Sydney Town Hall only

Soft goods and draping

Soft goods and draping	Unit of measure	Rate (\$)
Curtain track – 6m	Each per week	80
Drape – black wool 6.0mW x 4.5mH	Each per week	115
Drape – black wool 4.75w x 10.0mH	Each per week	155
Drape – black wool pipe and drape	Each per week	50
Drape – black molten 2.4mW x 6.0mH	Each per week	50
Drape – black wool gallery masking	Each per week	190
Drape – black wool LTH screen masking	Each per week	205
Drape – Scrim or Cyc 6mH	Each per week	410
Drape – Scrim or Cyc 9mH	Each per week	615
Drape - Starcloth LED colour	Each per week	375
Drape – Under Gallery curtain – 3m	Each per week	77
Drape – Under Gallery curtain with track – 3m	Each per week	205
Pipe and drape – base plate and push up pole	Each per week	30
Pipe and drape – cross bar	Each per week	12
Pipe and drape – black velveteen drape	Each per week	45
Pipe and drape – operator surround	Each per week	100
Kabuki release module	Each per week	125
Externally sourced soft goods / draping equipment / services	–	Cost + 20% service fee

Personnel

(Sydney Town Hall, Paddington Town Hall and Barnet Long Room)

Personnel

Personnel rates are applicable to Sydney Town Hall, Paddington Town Hall and Barnet Long Room under the management of the Venue Management business unit.

The following conditions apply to all personnel charges.

1. A minimum 4-hour call applies to all personnel charges.
2. All rates are per person per hour.
3. A public holiday loading/surcharge will apply to **ALL PERSONNEL**. This is charged at 175% of the standard Monday to Saturday hourly rate.

Operations and front of house staff	Time periods	Rate/hour (\$)
Cleaner	Monday to Saturday	68
Cleaner	Sunday	102
Venue supervisor / manager	Monday to Saturday	115
Venue supervisor / manager	Sunday	152
Operations crew	Monday to Saturday	77
Operations crew	Sunday	105
Usher / Cloakroom attendant	Monday to Saturday	56
Usher / Cloakroom attendant	Sunday	71

Personnel (cont'd)

Security staff	Time periods	Rate/hour (\$)
Security guard / RSA Marshall	Monday to Saturday	72
Security guard / RSA Marshall	Sunday	115
Loading dock attendant	Monday to Saturday	72
Loading dock attendant	Sunday	115

Technical staff	Time periods	Rate/hour (\$)
Set-up crew	Monday to Saturday	90
Set-up crew	Sunday	115
Technical crew	Monday to Saturday	100
Technical crew	Sunday	130
Operator	Monday to Saturday	107
Operator	Sunday	135
Senior operator	Monday to Saturday	115
Senior operator	Sunday	152
Specialist operators	Monday to Sunday	POA
Technical / Production Manager	Monday to Saturday	151
Technical / Production Manager	Sunday	190
Rigger	Standard Hours	190
Rigger	Non - Standard Hours	250

Technical staff	Unit of measure	Rate (\$)
Technical Pre-production Fee	Half Day	400
Technical Pre-production Fee	Full Day	750

Personnel (Eternity Playhouse)

Personnel

Personnel rates are applicable to the Eternity Playhouse only and the following conditions apply to all personnel charges.

1. A minimum 4-hour call applies to all personnel charges.
2. All rates are per person per hour.
3. The following loadings will apply for **ALL PERSONNEL**.
 - a. Time and a half after 10 hours
 - b. Double Time after 12 hours
 - c. Saturdays - Time and a half
 - d. Sunday – Double time
 - e. Public holidays – Triple time

Quotations will be provided based on production schedules or as requested.

Standard personnel rates are outlined below:

Eternity Playhouse Staffing	Time periods	Rate/hour (\$)
Technical Services staff, Set-up/strike crew	Monday to Friday	80
Front of House staff, Operators, Heads of Department etc	Monday to Friday	90
Front of House Manager, Duty Technician, specialised operators	Monday to Friday	105
Security guard / RSA Marshall	Monday to Saturday	72
Cleaner	Monday to Saturday	68

Other Additional Charges

Miscellaneous

Event facilitation	Unit of measure	Rate (\$)
Sydney Town Hall fire isolation – minimum isolation time 4 hours (including 1 hour for haze to clear)	Per hour	285
Other Venues fire isolation – minimum isolation time 4 hours (including 1 hour for haze to clear)	Per hour	215
Loading dock traffic management fee	Per occasion	POA
Centennial Hall clerestory window black out	Each per occasion	POA
Catering facilities deep clean (when kitchen/bar used)	Per occasion	400 - 1,100
Catering facilities – catering stand asides only	Per hour	265 ¹
Catering facilities deep clean – catering stand asides only	Per occasion	1,100
Equipment Transportation Fee	Per vehicle, per occasion	350

¹ Minimum 4 hours per day

Waste	Unit of measure	Rate (\$)
Refuse collection fee – at cost to Council	On quotation	Cost to Council
Waste removal – clothing sales and bulk rubbish	Each per occasion	POA

Miscellaneous (cont'd)

Other	Unit of measure	Rate (\$)
Goods and services booked on behalf of Hirer (sub hire services)	–	Cost to Council + 20%
Filming and photography – all locations Ultra-Low Impact	1-hour call	275
Filming and photography – all locations Low Impact	2-hour call	825
Filming and photography – all locations Medium Impact	4-hour call	1,650
Filming and photography – all locations High Impact	6-hour call	3,300
Contract revision fee	Each	250
Heritage tape roll	Each	35

Food & Beverage ¹	Unit of measure	Rate (\$)
Food Items	Per Item	Market Rate
Beverage Items	Per Item	Market Rate

¹ Charges for Food & Beverage items relate to instances where the City charges for the sale of items directly, and not through its catering partner.

Surcharges / bonds

Category	Unit of measure	Rate (\$)
Venue hire security bond	Per booking	3,000
Venue hire security bond – high impact events	Per booking	7,500

Public liability insurance

All parties hiring City facilities are required to provide proof of \$10 million public liability insurance before a venue booking can be confirmed.

Individuals and small community groups unable to provide insurance cover may apply to be covered under the City's Community Engagement Liability Policy, at the following rates:

Category	Unit of measure	Rate (\$)
Level 1 Venue hire fee < \$450 (excluding GST)	Per booking	30
Level 2 Venue hire fee \$450 - \$1,800 (excluding GST)	Per booking	110
Level 3 Venue hire fee > \$1,800 (excluding GST)	Per booking	225





Civic Spaces, Parks and Sporting Fields

Fees and Charges
2025/26
Appendix 2

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

CITY OF SYDNEY 

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

Civic Spaces, Parks and Sporting Fields

Introduction

The City of Sydney's parks and open spaces are amongst the community's most highly valued assets, providing for the diverse recreational needs of our communities. Our park and open space network encompasses approximately 212ha throughout the City of Sydney local government area, providing both active and passive places for the community's use and enjoyment.

There are over 400 parks and open spaces of various sizes, from pocket parks to extensive regional parklands, as well as civic spaces. They are broadly categorised as follows:

Civic spaces are formal public spaces, usually in an urban setting. Civic spaces include squares, plazas and malls, or spaces associated with the forecourt of a building. These spaces are usually hard surfaced, but may accommodate passive recreation, depending on their size.

Iconic parks are parks that are of cultural and historical significance, or of a significant size or in a prominent location. These parks have high visitation rates from surrounding suburbs, across the City of Sydney or beyond the City, including tourists.

Neighbourhood parks are larger parks within villages and suburbs that have high visitation rates and have greater levels of amenity and infrastructure. These parks usually incorporate areas of turf, trees and garden beds. Depending on their size, these parks can support a variety of functions, including unstructured recreation and organised sport. Neighbourhood parks may also include facilities such as sports fields, playgrounds and toilets.

Pocket parks are smaller parks and reserves (of less than 2,000m² in area), some of which may be built on street closures. These parks provide informal recreational areas, serving surrounding residents, and usually only accommodate a single function, such as usage as a playground. Some limited facilities may be provided.

Sporting fields are areas of landscaped turf and synthetic surfaces purposed for club and professional sport, both games and training.

This document lists the individual parks, sporting fields and open spaces within the City of Sydney local government area.

Civic Spaces

List of Civic spaces in the City of Sydney local government area

Civic Spaces are formal public spaces, usually in an urban setting. Civic spaces include squares, plazas and malls, or spaces associated with the forecourt of a building. These spaces are usually hard surfaced, but may accommodate passive recreation, depending on their size. Civic spaces in the City of Sydney are listed below:

Civic space name	Address	Suburb
Jubilee Fountain Plaza	Glebe Point Road, corner of Parramatta Road	Camperdown
Chard Stairs streetscape	Forbes Street, between St Peters Lane and William Street	Darlinghurst
International Square	William Street / Kings Cross Tunnel	Darlinghurst
Oxford Square	Oxford Square, Burton Street and Riley Street	Darlinghurst
Taylor Square	corner of Oxford Street and Bourke Street	Darlinghurst
Wilson Street open space	between Ivy Street and Ivy Lane	Darlington
Erskineville Square	Erskineville Road, between Charles Street and Burren Street	Erskineville
Dixon Street streetscape 1	Dixon Street, between Little Hay Street and Goulburn Street	Haymarket
Dixon Street streetscape 2	Dixon Street, between Little Hay Street and Goulburn Street	Haymarket
Railway Square	1 Eddy Avenue, east of intersection between Pitt Street, George Street, Quay Street and Lee Street	Haymarket
Agar Steps	between Kent Street and Observatory Hill, adjacent to 96-108 Kent Street	Millers Point
Georgina Street civic space	Georgina Street at Fitzroy Lane	Newtown
Josephson Street streetscape	corner of Flinders Street	Paddington
Llankelly Place civic space	Llankelly Place, between Darlinghurst Road and Springfield Mall	Potts Point
Orwell Street civic space	17A Orwell Street	Potts Point
Springfield Gardens	Springfield Avenue	Potts Point

Civic Spaces, Parks and Sporting Fields – Fees and Charges 2025/26

Civic space name	Address	Suburb
Ward Avenue civic space	corner of Ward Avenue and Roslyn Street	Potts Point
Miller Street civic space	Miller Street Plaza, 55A Miller Street	Pymont
Pymont Street civic space	corner of Pymont Bridge Road	Pymont
Scott Street Plaza	52A Harris Street	Pymont
High Holborn Street streetscape	corner of Cleveland Street	Surry Hills
Cathedral Square	College Street	Sydney
Chifley Square	Hunter Street, between Elizabeth Street and Phillip Street	Sydney
Customs House Square	31A Alfred Street, between Young Street and Loftus Street	Sydney
Gateway Building Reserve	Alfred Street, between Loftus Street and Pitt Street	Sydney
Herald Square	Alfred Street, between Pitt Street and George Street	Sydney
Loftus Street	between Alfred Street and Loftus Lane	Sydney
Martin Place	between George Street and Macquarie Street	Sydney
Pitt Street Mall	between King Street and Market Street	Sydney
Queens Square	corner of Macquarie Street and St James Road	Sydney
Regimental Square	Wynyard Street, corner of George Street	Sydney
Richard Johnson Square	Bligh Street, corner of Hunter Street	Sydney
Scout Place	Alfred Street, between Phillip Street and Young Street	Sydney
Sydney Plaza	180 George Street	Sydney
Sydney Square	George Street, between Town Hall and St Andrews Cathedral	Sydney
Sydney Place civic space	between Dowling Street and McElhone Street	Woolloomooloo
Tom Uren Place	90-94 Bourke Street	Woolloomooloo

Iconic Parks

List of iconic parks in the City of Sydney local government area

Iconic parks have cultural and historical significance, are of significant size or are in a prominent location. These parks have high visitation rates from surrounding suburbs, across the City of Sydney, and beyond the City, including tourists. Iconic parks in the City of Sydney are listed below:

Iconic park name	Address	Suburb
Sydney Park	Sydney Park Road	Alexandria
Bicentennial Park No. 2	Federal Road	Annandale
Federal Park No. 1	363 Nelson Street	Annandale
Federal Park No. 2	363 Nelson Street	Annandale
Victoria Park	1001 City Road	Camperdown
Arthur McElhone Reserve	1A Billyard Avenue	Elizabeth Bay
Harold Park	91A Ross Street	Forest Lodge
Bicentennial Park No. 1	Federal Road	Glebe
Dr H J Foley Rest Park	140 Glebe Point Road	Glebe
Jubilee Park	2 Federal Road	Glebe
Wentworth Park	9 Wentworth Park Road	Glebe
Belmore Park	(west of Railway), 191 Hay Street	Haymarket
Observatory Hill Park	1001 Upper Fort Street	Millers Point
Pirrama Park	20-24 Pirrama Road	Pymont
Redfern Park	51 Redfern Street	Redfern
Rushcutters Bay Park	6 Waratah Street	Rushcutters Bay
Prince Alfred Park	1003 Chalmers Street	Surry Hills
Hyde Park North	110 Elizabeth Street	Sydney
Hyde Park South	120 Elizabeth Street	Sydney
Macquarie Place Park	36 Bridge Street	Sydney
Wynyard Park	1001 York Street	Sydney
Cook & Phillip Park	1B Cathedral Street	Woolloomooloo
The Drying Green	103 Portman Street	Zetland

Neighbourhood Parks

List of neighbourhood parks in the City of Sydney local government area

Neighbourhood parks are larger parks within villages and suburbs that have high visitation rates and have greater levels of amenity and infrastructure. These parks usually incorporate areas of turf, trees and garden beds. Depending on their size, these parks can support a variety of functions, including unstructured recreation and organised sport. Neighbourhood parks may also include facilities such as sports fields, playgrounds and toilets. Neighbourhood parks in the City of Sydney are listed below:

Neighbourhood park name	Address	Suburb
Alexandria Park	10 Buckland Street	Alexandria
Perry Park	1B Maddox Street, corner of Bourke Road	Alexandria
Beaconsfield Park	54 Queen Street	Beaconsfield
Chippendale Green	48 O'Connor Street	Chippendale
Peace Park	70-80 Myrtle Street, between Pine Street and Buckland Street	Chippendale
Green Park	301 Victoria Street, corner of Burton Street and Darlinghurst Road	Darlinghurst
Charles Kernan Reserve	296-304 Abercrombie Street	Darlington
Beare Park	13 Esplanade Road	Elizabeth Bay
Fitzroy Gardens	64-68 Macleay Street	Elizabeth Bay
Harry Noble Reserve	1A Elliott Avenue, corner of Swanson Street	Ersleville
Wood Street Playground	22 Wood Street	Forest Lodge
Blackwattle Bay Park	55 Leichhardt Street	Glebe
Glebe Foreshore Walk East	between Cook Street and Ferry Road	Glebe
Glebe Foreshore Walk Stage 5	1 Taylor St Glebe, between Ferry Road and Bridge Road	Glebe
Glebe Foreshore Walk West	Foreshore walk, between Glebe Point Road and Leichhardt Street	Glebe
Pope Paul VI Reserve	505A Glebe Point Road, corner of Federal Road	Glebe
Hollis Park	168-184 Wilson Street	Newtown

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Neighbourhood park name	Address	Suburb
Embarkation Park	82 Cowper Wharf Road, entrance to park off Victoria Street	Potts Point
Giba Park	2A Point Street	Pymont
James Watkinson Reserve	1A Mill Street	Pymont
Garraway Park	101C Dalmeny Avenue	Rosebery
Kimberley Grove Reserve	81 Dalmeny Avenue, corner of Kimberley Grove	Rosebery
Turruwul Park	115 Rothschild Avenue	Rosebery
Eddie Ward Park	45 Marlborough Street, corner of Devonshire Street	Surry Hills
Harmony Park	147 Goulburn Street, corner of Brisbane Street	Surry Hills
Shannon Reserve	450 Crown Street	Surry Hills
Lang Park	1 Lang Street, corner of York Street	Sydney
Crown Park	22A Crystal Street	Waterloo
Crystal Park	7A Crystal Street	Waterloo
The Rope Walk	10 Archibald Avenue	Waterloo
Waterloo Park	1B Elizabeth Street	Waterloo
Waterloo Park / Mount Carmel	2B Elizabeth Street	Waterloo
Wulaba Park	30 Amelia Street	Waterloo
906 Bourke Street	906 Bourke Street	Zetland
Gunyama Park	17 Zetland Avenue	Zetland
Joynton Park	21 Gadigal Avenue	Zetland
Mary O'Brien Reserve	13A Joynton Avenue	Zetland
Matron Ruby Grant Park	3 Joynton Avenue	Zetland
Nuffield Park	3 Hutchinson Walk	Zetland
Tote Park	7 Grandstand Parade	Zetland

Pocket Parks

List of pocket parks in the City of Sydney local government area

Pocket parks are smaller parks and reserves, of less than 2,000m² in area, some of which may be built on street closures. These parks provide informal recreational areas, serving surrounding residents, and usually only accommodate a single function, such as usage as a playground. Some limited facilities may be provided. Pocket parks in the City of Sydney are listed below:

Pocket park name	Address	Suburb
Belmont Street Reserve	between Maddox Street and Harley Street	Alexandria
Belmont Street Streetscape	outside 336 Belmont Street	Alexandria
Bowden Playground	103A Lawrence Street, corner of Harley Street	Alexandria
Daniel Dawson Playground	2-18 Wyndham Street	Alexandria
Dibbs Street Reserve	15-25 Dibbs Street	Alexandria
Getiela Sports Courts and Surrounds	7-11 Park Road	Alexandria
Green Square	intersection of Bourke Road, O'Riordan Street and Wyndham Street	Alexandria
Jack Shuttleworth Reserve	51 Mitchell Road, corner of Renwick Street	Alexandria
Lawrence Street Closure	outside 274 Lawrence Street	Alexandria
Les White Reserve	170-172 Mitchell Road	Alexandria
Mitchell Road Reserve	40-42 Mitchell Street, corner of Buckland Lane	Alexandria
Renwick Street Playground	42-46 Renwick Street, near corner of Jennings Street	Alexandria
Sheas Creek Shared Path	42A-44 Maddox Street	Alexandria
Munn Reserve	Munn Street, corner of Argyle Place and High Street	Barangaroo
Janet Beirne Reserve	235 Victoria Street	Beaconsfield
McConville Reserve	22A O'Riordan Street	Beaconsfield
City Road Reserve	City Road, corner of Cleveland Street	Camperdown
Larkin Street Park	2-10 Larkin Street	Camperdown

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Pocket park name	Address	Suburb
Lyons Rd Reserve	106 Parramatta Road, corner of Lyons Road	Camperdown
The Western Block	19-25 Lyons Road	Camperdown
Whelan Reserve	4010 Centennial Square	Centennial Park
Balfour Street Park	between Wellington Street and O'Connor Street	Chippendale
Daniels Street Reserve	12 Daniels Street	Chippendale
Paints Lane Garden Reserve	corner of Paints Lane and Moorgate Lane	Chippendale
Regent Street Corner Streetscape	Regent Street, corner of Cleveland Street	Chippendale
Smithers Street Pocket Park	Smithers Street, corner of Levey Street	Chippendale
Strickland Park	59-61 Balfour Street	Chippendale
Albert Sloss Reserve	225-245 Palmer Street	Darlinghurst
Arthur Reserve	4 Oswald Lane, corner of Craigend Street	Darlinghurst
Barcom Avenue Park	240-274 Barcom Avenue	Darlinghurst
Chisholm Street Reserve	2-6 Hannam Street, corner of Chisholm Street	Darlinghurst
Frances Newton Reserve	222 Palmer Street	Darlinghurst
Gilligan's Island	1096 Bourke Street (Taylor Square)	Darlinghurst
Kings Lane Reserve	Kings Lane, between Thompson Street and Bourke Street	Darlinghurst
Lacrozia Playground	218-228 Barcom Avenue	Darlinghurst
Nimrod Street Rest Area	14 Nimrod Street, corner of Caldwell Street	Darlinghurst
O'Brien Lane Reserve	237-241 Bourke Street	Darlinghurst
Ronald Shores Reserve	corner of Ward Avenue and Kings Cross Road	Darlinghurst
Rosebank Park	3B Farrell Avenue	Darlinghurst
Surrey Street Playground	69A Surrey Street	Darlinghurst
Three Saints Square	corner Barcom Avenue and Oxford Street	Darlinghurst
Womerah Gardens	25a Womerah Avenue	Darlinghurst

Civic Spaces, Parks and Sporting Fields – Fees and Charges 2025/26

Pocket park name	Address	Suburb
Yurong Street Reserve	corner of Stanley Street	Darlinghurst
Shepherd Street Reserve	corner of Boundary Street	Darlington
Vine Street Playground	1 Thomas Street	Darlington
Vine Street Reserve	39 Vine Street	Darlington
Parbury Lane Park	Lower Fort Street	Dawes Point
Pottinger Park East	3-5 Pottinger Street	Dawes Point
Pottinger Park West	The Paddock, 36-38 Pottinger Street	Dawes Point
Trinity Avenue Playground	24 Trinity Avenue	Dawes Point
John Armstrong Reserve	23A Greenknowe Avenue	Elizabeth Bay
Lawrence Hargrave Reserve	9 Elizabeth Bay Road	Elizabeth Bay
Macleay Reserve	1080 Elizabeth Bay Road	Elizabeth Bay
Rotary Park	1 Ithaca Road	Elizabeth Bay
Ada Villa Terrace	59 Erskineville Road	Erskineville
Albert Street Reserve	1 Albert Street, corner of Baldwin Street	Erskineville
Amy Street Reserve	3-5 Amy Street	Erskineville
Bamal Way	between Coulson Street and Sydney Park Road	Erskineville
Binning Street Reserve	corner of Swanson Street	Erskineville
Burren Street Playground	86-90 Burren Street	Erskineville
Coulson Street Reserve	Coulson Street, corner of Flora Street (opposite Devine Street)	Erskineville
Devine Street Reserve	51 Devine Street, corner of Flora Street and Bray Street	Erskineville
Ellen Lawman Rest Area	116-126 Erskineville Road, between John Street and Charles Street	Erskineville
Erskineville Park and Oval surrounds	147A Mitchell Road, corner of Mitchell Road and Copeland Street	Erskineville
Ethel Street Playground	1B Ethel Street, corner of Clara Street	Erskineville
Flora and Knight Reserve	41-47 Knight Street, corner of Flora Street	Erskineville

Civic Spaces, Parks and Sporting Fields – Fees and Charges 2025/26

Pocket park name	Address	Suburb
George Street Reserve	194 George Street	Erskineville
Green Ban Park	1-5 Ada Villas Terrace, corner of Albert Street and Erskineville Road	Erskineville
Green Bans Park	40-48 Erskineville Road	Erskineville
John Street Rest Area	John Street, corner of Albert Street	Erskineville
Kirsova No. 1 Playground	67 McDonald Street	Erskineville
Kirsova No. 2 Playground	136-140 George Street	Erskineville
Maureen Oliver Reserve	2-4 John Street, corner of Erskineville Road	Erskineville
Pinkstone Playground	16 Septimus Street, corner of Baldwin Street	Erskineville
Bridge Street Rest Area	Bridge Street, corner of Swanson Street	Erskineville
Rochford Street Closure	between Munni Street and Victoria Street	Erskineville
Rochford Street Playground	109-113 Rochford Street	Erskineville
Solander Park	38 Park Street	Erskineville
Swanson Street Reserve	corner of Swanson Street and Railway Parade	Erskineville
Sydney Street Reserve	Sydney Street, at Swanson Street	Erskineville
Albert Street Pocket Park	corner of Albert Street and Burren Street	Eveleigh
Alexander Street Reserve	41 Henderson Road Eveleigh	Eveleigh
South Sydney Rotary Park No. 1	53 Henderson Road	Eveleigh
South Sydney Rotary Park No. 2	53 Henderson Road	Eveleigh
South Sydney Rotary Park No. 3	53 Henderson Road	Eveleigh
Alfred Road Reserve	71 Alfred Road	Forest Lodge
Arcadia Park	93-137 Ross Street	Forest Lodge
Arundel Street Reserve	181 Arundel Street	Forest Lodge
AV Henry Reserve	The Crescent	Forest Lodge
Canal (Water Board) Reserve	9A Minogue Crescent, between Wigram Road and AV Henry Reserve	Forest Lodge

Civic Spaces, Parks and Sporting Fields – Fees and Charges 2025/26

Pocket park name	Address	Suburb
Creek Street Reserve	22 Wood Street, between Wigram Road and Hereford Street	Forest Lodge
Cullen Close Closure	between Ross Street and The Crescent	Forest Lodge
Grattan Close Park	corner of Minogue Crescent	Forest Lodge
JV McMahon Reserve	11 Minogue Crescent	Forest Lodge
Lewis Hoad Reserve	16A Minogue Crescent, between Wigram Rd and the PCYC	Forest Lodge
May Pitt Playground	205-209 St Johns Road	Forest Lodge
Minogue Crescent Reserve	8A Minogue Crescent, between the PCYC and 6-10 Minogue Crescent	Forest Lodge
Orphan School Creek, Caldwell Park (Orphan School Creek)	22 Wood Street	Forest Lodge
PCYC	16 Minogue Crescent	Forest Lodge
Ross Street Playground	22 Minogue Crescent, corner of Charles Street	Forest Lodge
Ross Street Reserve	118C Hereford Street	Forest Lodge
Seamer Street Reserve	74 Catherine Street, corner of Seamer Street	Forest Lodge
Toxteth Park	93-137 Ross Street	Forest Lodge
Wigram Road Reserve	150A Wigram Road	Forest Lodge
Wood Street Lands	4-6 Wood Street	Forest Lodge
Alice Lee Reserve	25 Burton Street	Glebe
Arthur (Paddy) Gray Reserve	55A Hereford Street	Glebe
Blackwattle Playground	47 Leichhardt Street	Glebe
Bridge Road Pocket Park	corner of Colbourne Avenue	Glebe
Cardigan Street Park	17 Cardigan Street, between Darghan Street, Darling Lane, and Darling Street	Glebe
Darghan Street Steps	Darghan Street, corner of Railway Street	Glebe
Elger Street Community Garden	5A Elger Street	Glebe
Ernest Pederson Reserve	24A Ferry Road	Glebe

Civic Spaces, Parks and Sporting Fields – Fees and Charges 2025/26

Pocket park name	Address	Suburb
Glebe Library	186-194 Glebe Point Road, corner of Wigram Road	Glebe
Glebe Street Playground	106 Mitchell Street, corner of Glebe Street	Glebe
Glebe Town Hall Grounds	160 St Johns Road	Glebe
Hegarty Street Steps	Hegarty Street, between John Street and John Lane	Glebe
Jean Cawley Reserve	4 Rosebank Street	Glebe
John Street Reserve	3 John Street, corner of St James Avenue	Glebe
Kirsova Playground No. 3	1C Wigram Lane	Glebe
Lyndhurst Street Reserve	between Bridge Road and Broughton Street	Glebe
Lyndhurst Street Steps	Lyndhurst Street, between Bellevue Street and Bellevue Lane	Glebe
Millard Reserve	38 Wentworth Park Road, corner of St Johns Road	Glebe
Minogue Reserve	2-6 Franklyn Street	Glebe
Mitchell Street Park	between Westmoreland Street and Mount Vernon Lane	Glebe
MJ (Paddy) Doherty Reserve	22 Mitchell Street, corner of Wentworth Street	Glebe
Palmerston Avenue Steps	Palmerston Avenue, between Lombard Street and Bayview Street	Glebe
Quarry Street Streetscape and Steps	Quarry Street and Quarry Lane, between Taylor Street and Avon Street	Glebe
Robyn Kemmis Reserve	20-40 Franklyn Street	Glebe
Sarah Peninton Reserve	Bayview Street	Glebe
St Helens Community Centre	184 Glebe Point Road	Glebe
St James Park	3 Woolley Street	Glebe
Stewart Street Glebe Reserve	Leichhardt Street, corner of Stewart Street	Glebe
Thomas Portley Reserve	64-66 Bellevue Street	Glebe

Civic Spaces, Parks and Sporting Fields – Fees and Charges 2025/26

Pocket park name	Address	Suburb
Tram Stop Reserve	corner of Victoria Road and Maxwell Road	Glebe
West End Community Park	5A Elger Street Glebe	Glebe
William Carlton Gardens	24A Ferry Road	Glebe
York Street Reserve	York Street	Glebe
Argyle Place Park	304 Argyle Place	Millers Point
Clyne Reserve	2 Merriman Street	Millers Point
High Street Gardens	1-1A High Street	Millers Point
Nita McCrae Park	17 Argyle Street	Millers Point
Watson Road Reserve	3 Watson Road	Millers Point
Brown Street Reserve	128 Carillion Avenue	Newtown
Burren Street Reserve	108 Burren Street, corner of Copeland Street	Newtown
Ernest Wright Playground	24 Hordern Street	Newtown
Forbes Street Reserve No. 3	corner of Forbes Street and Darlington Road	Newtown
Goddard Reserve and Goddard Playground	39-43 O'Connell Street	Newtown
Gowrie Street Reserve	119 Gowrie Street	Newtown
Jack Haynes Rest Area	138 Wilson Street, corner of Brocks Lane	Newtown
Lillian Fowler Reserve	27 Angel Street	Newtown
Michael Kelly Rest Area	1A Brocks Lane	Newtown
MJ Hayes Playground	3 Egan Street	Newtown
Mollie Swift Reserve	14 Erskineville Road	Newtown
Mrs Isabella Hill Rest Area	2-18 Harold Street	Newtown
O'Connell Street Park	25-27 O'Connell Street	Newtown
Union Street Playground	135-137 Union Street	Newtown
Wilson Street Reserve No. 1	52-58 Wilson Street	Newtown
Wilson Street Reserve No. 2	238 Wilson Street	Newtown

Civic Spaces, Parks and Sporting Fields – Fees and Charges 2025/26

Pocket park name	Address	Suburb
WJ Thurbon Reserve	5030 Brown Lane	Newtown
Albion Avenue Streetscape	corner of South Dowling Street	Paddington
Barracks Reserve	75A-75B Oxford Street	Paddington
Ethel Turner Park	4 Oatley Road	Paddington
Little Dowling Street Reserve	3 Little Dowling Street	Paddington
Paddington Reservoir Gardens	251-255 Oxford Street	Paddington
Regent Street Reserve	2A Regent Street, corner of Oxford Street	Paddington
Rose Terrace	262A South Dowling Street	Paddington
Stewart Place Reserve	83B Stewart Street	Paddington
Stewart Street Pocket Park	between Regent Street and Bent Street	Paddington
Stewart Street Reserve	between Regent Lane and Bent Street	Paddington
Strong Memorial Reserve	Oxford Street, corner of Elizabeth Street	Paddington
Orwell Street Reserve	17 Orwell Street	Potts Point
St Neot Reserve	24 St Neot Avenue, corner of Macleay Street	Potts Point
Ada Place Streetscape	Ada Place, between Allen Street and Fig Street	Pymont
Elizabeth Healy Reserve	53 Pymont Bridge Road	Pymont
Gipps Street Streetscape	Gipps Street, corner of Harris Street	Pymont
Herbert Street Clifftop Walk	25A Herbert Street	Pymont
John Street Square	25A Harvey Street	Pymont
Jones and John Street Reserve	33A John Street, opposite Jones Street	Pymont
Jones Street Pocket Park	130 Jones Street	Pymont
Maybanke Park	87-97 Harris Street	Pymont
St Bartholomew's Park	52A Harris Street,	Pymont
McCredie Reserve	52A Harris Street, adjacent to Bowman Street	Pymont
Paradise Reserve	5 Bulwara Road	Pymont

Civic Spaces, Parks and Sporting Fields – Fees and Charges 2025/26

Pocket park name	Address	Suburb
Pymont Bridge Road Pocket Park	corner of Pymont Bridge Road and Harris Street	Pymont
Saunders Street Open Space and Cliff Face	12 Quarry Master Drive	Pymont
Saunders Street Ramp Area	11B Jones Street	Pymont
Scott Street Plaza Bank Area	54 Harris Street	Pymont
Baptist Street Reserve	151A Baptist Street	Redfern
Chelsea Street Playground	39-43 Chelsea Street	Redfern
Douglas Street Peoples Park	36-38 Douglas Street	Redfern
Edmund Resch Reserve	791 South Dowling Street, between South Dowling Street and Bourke Street	Redfern
Elizabeth McCrea Playground	39-45 Kepos Street, corner of Zamia Street	Redfern
Gibbons Street Reserve	1B and 1C Gibbons Street	Redfern
Great Buckingham Street Reserve	Great Buckingham Street, near James Street	Redfern
Hansom Cab Place	1A Young Lane	Redfern
Hugo and Vine Reserve	2-40 Hugo Street	Redfern
Jack Floyd Reserve	corner of Regent Street and Redfern Street	Redfern
Jack O'Brien Reserve	87 Kepos Street	Redfern
James Street Community Garden	1 Young Lane	Redfern
James Street Reserve	between Marriott Street and Young Lane	Redfern
Kettle Street Reserve	corner Elizabeth Street	Redfern
Little Cleveland Street Reserve	36 Little Cleveland Street	Redfern
Little Eveleigh Street Reserve	148 Little Eveleigh Street	Redfern
Marriott Street Reserve	Marriott Street, between Boronia Street and Cooper Street	Redfern
Morehead Street Closure	between Redfern Street and Kettle Street	Redfern
Reconciliation Park	13-15 George Street, corner of James Street	Redfern

Civic Spaces, Parks and Sporting Fields – Fees and Charges 2025/26

Pocket park name	Address	Suburb
Redfern Community Centre	12-36 Caroline Street, corner of Hugo Street	Redfern
Stirling Street Park	4 Stirling Street, corner of William Street	Redfern
Telopea Street Closure	corner of Bourke Street	Redfern
Thurlow Street Closure	corner of South Dowling Street	Redfern
Turner Street Reserve	17 Turner Street	Redfern
Yellomundee Park	1B Caroline Street	Redfern
Young Street Closure	corner of Cooper Street	Redfern
Allsorts Park	9A Rosebery Avenue	Rosebery
Bannerman Crescent Reserve	53A Bannerman Crescent	Rosebery
Butterscotch Park	9A Rosebery Avenue	Rosebery
Crete Reserve	1A Rosebery Avenue	Rosebery
El Alamein Reserve	corner of Harcourt Parade and Dalmeny Avenue	Rosebery
Honeykiss Park	3A Rosebery Avenue, Rosebery	Rosebery
Southern Cross Drive Reserve	6050 Southern Cross Drive	Rosebery
Sweetacres Park	26 Rothschild Avenue	Rosebery
Tarakan Reserve	corner of Primrose Avenue and Harcourt Parade	Rosebery
Waratah Street Reserve	6 Waratah Street	Rushcutters Bay
Waratah Street Reserve Playground	6 Waratah Street	Rushcutters Bay
Adelaide Street Reserve	48-50 Adelaide Street	Surry Hills
Arthur Street Closure	corner of South Dowling Street	Surry Hills
Arthur Street Garden	between Collins Lane and Alexander Street	Surry Hills
Arthur Street Reserve	80-84 Arthur Street, corner of Phelps Lane	Surry Hills
Bedford Street Closure	between Buckingham Street and Chalmers Lane	Surry Hills
Cooper Street Reserve	119 -123 Cooper Street	Surry Hills

Civic Spaces, Parks and Sporting Fields – Fees and Charges 2025/26

Pocket park name	Address	Suburb
Edgely Street Reserve	Edgely Street (beside Nickson Street), corner of Devonshire Street	Surry Hills
Fanny Place Playground	446 Bourke Street	Surry Hills
Foveaux Street Reserve	148A Foveaux Street	Surry Hills
Fred Miller Reserve	456-458 Bourke Street	Surry Hills
Frog Hollow Reserve	303-307 Riley Street	Surry Hills
James Hilder Reserve	121-131 Campbell Street	Surry Hills
Parkham Street Reserve	corner of Parkham Street and South Dowling Street	Surry Hills
Reservoir Street Reserve	108 Reservoir Street, corner of Smith Street	Surry Hills
Riley Street Closure	corner of Cleveland Street	Surry Hills
Tudor Street Reserve	at Crown Street	Surry Hills
Wimbo Reserve	560-576 Bourke Street	Surry Hills
Jessie Street Gardens	1-29 Loftus Street	Sydney
Western Distributor Gardens	172 Kent Street	Sydney
King George V Memorial Park	7 Cumberland Street	The Rocks
Ada Place Park	17-21 Ada Place	Ultimo
Fig Lane Park	320-334 Jones Street, corner of Fig Street	Ultimo
Jones Street Terraces	370-374 Jones Street	Ultimo
Macarthur Street Rest Area	Macarthur Street, corner of Bulwara Road	Ultimo
Mary Ann Street Park	54-66 Mary Ann Street, corner of Bulwara Road	Ultimo
McKee Street Reserve	17-33 McKee Street	Ultimo
Mountain Street Reserve	Mountain Street, at Macarthur Street	Ultimo
Quarry Green	Bulwara Rd, intersection with Quarry Street	Ultimo
Wattle and Broadway Rest Area	123 Broadway	Ultimo
Corning Park	10 Broome Street	Waterloo

Civic Spaces, Parks and Sporting Fields – Fees and Charges 2025/26

Pocket park name	Address	Suburb
Douglas Street Playground	70-74 Douglas Street	Waterloo
Dyuralya Square	7-19 Amelia Street	Waterloo
Gadigal Avenue Park	2A Gadigal Avenue, between Lachlan Street and Potter Street	Waterloo
James Cahill Kindergarten Reserve	corner Raglan Street and Elizabeth Street	Waterloo
James Henry Deacon Reserve	126 Morehead Street	Waterloo
Kensington Street Reserve	2A Kensington Street between Kellick Street and McEvoy Street	Waterloo
McEvoy Street Pocket Park	McEvoy Street, between Botany Road and Cope Street	Waterloo
Short Street Pocket Park	between Hawksley Street and Bourke Street	Waterloo
The Bakery	2 Cains Place	Waterloo
Tobruk Reserve	3B Elizabeth Street	Waterloo
Vescey Reserve	5 Surrey Lane	Waterloo
Watchful Harry Square	847A South Dowling Street	Waterloo
Bourke Street Park	109-115 Bourke Street, corner of Junction Street	Woolloomooloo
Crown Street Reserve	Crown Street, corner of Robinson Street	Woolloomooloo
Daffodil Park	63 McElhone Street	Woolloomooloo
Forbes Street Reserve 2	Forbes Street, between Cathedral Street and Nicholson Street	Woolloomooloo
Viaduct Area No. 1	Sir John Young Crescent, to Palmer Street	Woolloomooloo
Viaduct Area No. 2	103-107 Bourke Street	Woolloomooloo
Viaduct Area No. 4 Wash Away	136-148 Forbes Street	Woolloomooloo
Walla Mulla Reserve	161-171 Cathedral Street	Woolloomooloo
Woolloomooloo Playground	5030 Dowling Street	Woolloomooloo
Biyanbing Park	8B Victoria Park Parade	Zetland
Burning Park	6A Victoria Park Parade	Zetland

Civic Spaces, Parks and Sporting Fields – Fees and Charges 2025/26

Pocket park name	Address	Suburb
Elizabeth Street Reserve	970 Elizabeth Street, corner of Joynton Avenue	Zetland
Green Square Library and Plaza Park	355 Botany Road	Zetland
Joynton Avenue No. 1	102A Joynton Avenue, between Morris Grove and Gadigal Avenue	Zetland
Joynton Avenue No. 2	104A-106A Joynton Avenue, between Gadigal Avenue and Morris Grove	Zetland
North South Setback No. 1	25A Gadigal Avenue	Zetland
Public Reserve	14A Defries Avenue	Zetland
The Green	3 Merton Street	Zetland
Tilford Street Reserve	1 Tilford Street	Zetland
Woolwash Park	108 Joynton Avenue	Zetland

Sporting Fields

List of level A sporting fields in the City of Sydney local government area

Sporting fields are areas of landscaped turf and synthetic surfaces purposed for club and professional sport, both games and training.

Level A sporting fields are provided by the City of Sydney to facilitate the playing of professional grade sport, and have facilities maintained at that level. Level A sporting fields in the City of Sydney local government area are listed below:

Sporting field name	Address	Suburb
Alan Davidson	Sydney Park Road	Alexandria
Erskineville Oval	corner of Mitchell Road and Copeland Street	Erskineville
Jubilee Oval	2 Northcote Road	Glebe
Redfern Oval	51 Redfern Street	Redfern
Reg Bartley Oval	6 Waratah Street	Rushcutters Bay

List of level B sporting fields in the City of Sydney local government area

Level B sporting fields are provided by the City of Sydney to facilitate the playing of community sport, and have facilities maintained at an appropriate level. These fields may also be utilised by professional grade sport. Level B sporting fields in the City of Sydney local government area are listed below:

Sporting field name	Address	Suburb
Alexandria Park Oval	10 Buckland Street	Alexandria
Federal Park Sportsfield	363 Nelson Street	Annandale
Wentworth Park Field No. 1	9 Wentworth Park Road	Glebe
Wentworth Park Field No. 2	9 Wentworth Park Road	Glebe
Wentworth Park Field No. 3	9 Wentworth Park Road	Glebe
Wentworth Park Field No. 4	9 Wentworth Park Road	Glebe
Turruwul Park Sportsfield	115 Rothschild Avenue	Rosebery
Waterloo Oval Sportsfield	1B Elizabeth Street	Waterloo

List of synthetic sporting fields in the City of Sydney local government area

The City of Sydney provides a number of synthetic sporting fields. These all-weather fields help increase the capacity of our sporting fields to meet the growing needs of our communities. Synthetic sporting fields in the City of Sydney local government area are listed below:

Sporting field name	Address	Suburb
Getiela Synthetic Sportsfield	Park Road	Alexandria
Perry Park Synthetic Sportsfield	1B Maddox Street	Alexandria
The Crescent Synthetic Sportsfield	7 The Crescent	Annandale
Gunyama Park Synthetic Sportsfield	17 Zetland Avenue	Zetland



Figure 1. Gunyama Park, Zetland synthetic playing field – Photo by Chris Southwood/City of Sydney





City Leisure Services

Fees and Charges
2025/26
Appendix 3

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

How to Use This Document

This document outlines all fees, memberships and access conditions for the City's Aquatic and Fitness Centres for 2025/26. It is designed for customers, staff and stakeholders.

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Cover image: People exercising at the Gunyama Park Aquatic and Recreation Centre. Photo by Chris Southwood / City of Sydney

City of Sydney Aquatic and Fitness Centres

Overview

The City of Sydney manages six (6) aquatic and fitness centres across its local government area, providing for the diverse health and fitness needs of our communities while contributing to their quality of life and social connection.

The City of Sydney's six (6) aquatic and fitness centres are:

Centre	Type of Facility	Suburb
Andrew (Boy) Charlton Pool	Outdoor	Sydney
Cook + Phillip Park Aquatic and Fitness Centre	Indoor	Sydney
Ian Thorpe Aquatic Centre	Indoor	Ultimo
Prince Alfred Park Pool	Outdoor	Surry Hills
Victoria Park Pool	Outdoor	Camperdown
Gunyama Park Aquatic and Recreation Centre	Indoor and outdoor	Zetland

For more information on the City's aquatic and fitness centres, visit the City's [website](#).

Glossary

Customers

Adult

Any person aged 16 years or over who does not qualify for a concession category listed below is classified as an adult. Adults pay full charge and are not eligible for subsidies or concessions.

Teen

Any person over 16 and up to 18 years is classified as a teen. Teens have access to specialised programs and services developed for young people, with pricing and conditions structured accordingly.

Child

Any person aged 3 and under 16 years qualifies for the child rate. Fees for children are subsidised and calculated at 35% off the adult fee (full charge) for casual visits and selected memberships. This subsidy is non-transferable.

Infant

Children under 3 years receive free entry.

Resident

A person who resides within the City of Sydney local government area. Proof of primary residency is required.

Non-Resident

A person who does not reside within the City of Sydney local government area.

NSW Companion Card Holders

Eligible Companion Card holders receive free entry when accompanying a patron in care or support.

Concession

- Full-time enrolled students
- Primary card holders of:
 - o NSW Seniors Card (excludes NSW Senior Savers Card)
 - o NSW Transport Concession Entitlement Card holders for Job Seekers
- Primary card holders of Commonwealth-issued Health and Concession Cards:
 - o Health Care Card
 - o Pensioner Concession Card
 - o Seniors Health Card
 - o ImmiCard
 - o Ex-Carer Allowance (Child) Health Care Card
 - o Foster Child Health Care Card
 - o Low Income Health Care Card
 - o Department of Veterans' Affairs Pensioner Concession Card
 - o Individuals with proof of an approved Commonwealth concession or health care card not listed above
- Other groups as defined by the City.

For more information on Commonwealth-issued Health and Concession Cards, visit the Services Australia [website](#).

- All concession types listed above must be verified by the customer by presenting an original, valid concession card issued by the relevant government or institution.
- Photocopies or digital copies will not be accepted.
- Concession fees are subsidised fees designed to support target groups within the community by promoting equitable access to public services, programs and facilities.
- Customers who qualify for a concession fee receive a 25% subsidy off the adult fee (full charge) for casual visits and selected memberships. This subsidy is non-transferable.
- Direct debit members with a concession card expiring during their membership must provide proof of a new, valid concession card before the expiry date of their existing card.
- If a valid concession is not provided, fees will automatically revert to the full price without prior notice.
- No retrospective credit or discounts will be issued for missed subsidies should a valid updated concession card not be provided.
- Customers are responsible for notifying the operator of any updated concession card details in advance to maintain their eligibility. It is not the responsibility of the operator or the City to request or follow up on updated concession cards.
- Student cards remain valid until the expiration date printed on the card. If no expiry date is specified, a maximum validity of four years from the date of issue applies.
- For student cards, other written proof of enrolment and course duration may also be requested.

City Access Card

City Access Cards are issued by the City of Sydney and its operators and provide eligible residents and non-residents (and their dependants under the age of 16) with reduced entry fees to City of Sydney aquatic and fitness centres and tennis courts.

To qualify, applicants must hold a valid:

- Commonwealth Health Care Card
- Pensioner Concession Card
- Seniors Health Card

Additionally, individuals experiencing financial hardship, those seeking asylum, or those with refugee status within the City of Sydney area may also be eligible.

For more details, visit the City's [website](#).

For eligibility and applications, contact the City of Sydney on (02) 9265 9333 or via council@cityofsydney.nsw.gov.au.

City Access Card (Student):

Includes full-time enrolled students aged eighteen (18) and under. Student cards and/or proof of enrolment will be required. This applies to casual entry only at selected facilities.

City of Sydney Aquatic Club

Includes members of the Club with an active registration and active volunteers.

Registered Not-for-Profit Organisation (NFP)

To be eligible for the community hire rate, the hirer must be registered with the appropriate regulatory body based on their organisation's legal structure and provide proof of registration at the time of booking.

Acceptable registration may include:

- Australian Securities and Investments Commission (ASIC)
- Australian Charities and Not-for-profits Commission (ACNC)
- NSW Department of Fair Trading

Supervising Adults & Child Supervision Requirements

Supervising Adult

Any adult (16 years and over) accompanying a child under 10 years using the facilities. Supervising adults must pay the adult entry fee.

Children aged 6–9 years

Must be accompanied by a supervising adult (16 years and over). Both the child and adult entry fees apply.

Children aged 5 years and under

Children must be actively supervised by an adult aged 16 years or over. The supervising adult must remain in the water and within arm's reach of the child at all times. The adult entry fee applies to the supervising adult. Children aged 3 years and over are required to pay the child entry fee. Infants under 3 years are eligible for free entry.

The above supervision requirements align with the Royal Life Saving Society – Australia Guidelines for Safe Pool Operations.

Spectator

Applies to an adult who is accompanying a child, in addition to the supervising adult and is not using the facilities themselves. Adults accompanying a child who intend to use the facilities, either by choice or due to supervision requirements detailed above, will be considered a supervising adult and charged the applicable adult or concession fee, as outlined earlier in this document.

Learn to Swim Program - Spectator

Applicable to an adult accompanying a child/ren enrolled in the Learn to Swim Program who is not using the facilities themselves.

- Up to two adults (spectators) receive free access for the first enrolled child in a family.
- For each additional enrolled child in that family, one additional adult (spectator) receives free access.
- Any additional spectators beyond this allocation will be subject to the spectator fee.

The City and its operators implement supervision requirements in line with the Royal Life Saving Society – Australia Guidelines for Safe Pool Operations and the 'Keep Watch at Public Pools' Safety Program.

Services

Unless stated otherwise, all services detailed below exclude access to pay-per-use aquatic, fitness and sporting facilities or programming, which attract additional charges.

Aquatic Facilities

Refer to water-based amenities designed for recreation, fitness, therapy, and competition. These may include lap pools, leisure pools, learn-to-swim pools, hydrotherapy pools, spas, saunas, splash pads, aquatic play equipment and aqua fitness spaces.

Aquatic Programming

Includes aquatic-based programming like aqua aerobics, squads, learn to swim, SwimFit, WAVES, and other pay-per-use water-based programs, as defined by the City and its operators.

Health Club Facilities

Refer to land-based amenities designed to support physical activity, exercise, strength training, cardiovascular fitness, and overall well-being. These may include health club floors with cardio and strength equipment, group exercise studios, functional training areas, outdoor health club spaces, cycle studios, and dedicated spaces for personal training and rehabilitation exercises.

Health and Wellbeing Programming

Includes land-based programming like group exercise classes, health club floor classes, small group classes, personal training, exercise physiology, sessions with allied health professionals, and other pay-per-use programs, as defined by the City and its operators.

Sporting Facilities

Refer to spaces and amenities designed for organised and recreational sports play and training. These may include sports courts, sports fields, indoor and outdoor multipurpose areas. Sporting facilities may also encompass spectator seating, change rooms, equipment storage, and lighting for evening use to support various sporting activities.

Sports Programming

Includes organised sport-based physical activities facilitated by the operator to promote fitness, skill development, and community engagement. These programs cover team sports like soccer, basketball, netball, and rugby, among others.

Entry and Facilities

Unless stated otherwise, all forms of entry to the facilities detailed below exclude access to pay-per-use aquatic, fitness and sporting facilities or programming, which attract additional charges.

Casual Pool Entry

Includes use of the swimming pools, as well as access to change facilities and showers. Entry is charged per person under the applicable category: Adult, Child, or Concession. Infants receive free entry.

Casual Family Entry

Includes casual pool entry for up to two (2) adults and two (2) children, as detailed above. Additional family members beyond this inclusion are charged per person under the applicable category: Adult, Child, or Concession. Infants receive free entry.

Casual Health Club Entry

Adult and concession health club entry includes access to the health club, change facilities and showers.

Casual Health Club and Swim Entry

Adult and concession entry includes access to the health club and pools, as well as change facilities and showers.

Health Club and Aqua Class Entry

Adult and concession entry includes access to one (1) group exercise class and the health club use, or access to one (1) aquarobics class and the swimming pool, plus use of change facilities and showers.

Swim / Steam / Sauna Entry

Adult and concession entry includes access to the sauna, steam room, swimming pools, and change facilities and showers at Ian Thorpe Aquatic Centre.

Casual Sports Court Entry

Adult and student access to the sports court and change facilities and showers at Cook + Phillip Park Pool.

Resident Access Card Holder Entry

Casual entry as described above for City of Sydney residents with a valid City of Sydney Access Card, offering subsidised entry to the City's six aquatic and fitness centres during all operational hours. No further subsidies apply.

Non-Resident Access Card Holder Entry

Casual entry as described for non-residents with a valid City of Sydney Access Card, offering subsidised entry to aquatic and fitness centres during off-peak time only. No further subsidies apply.

Off-Peak Times:

Weekdays: 8 am–3 pm and after 7 pm.

Weekends: After 1 pm.

For more details, visit the City's [website](#).

For eligibility and applications, contact the City of Sydney on (02) 9265 9333 or via council@cityofsydney.nsw.gov.au.

City Access Card (Student) Entry:

Entry for full-time enrolled students aged eighteen (18) and under to the Sports Court at Cook + Philip Park Pool only. Student cards and/or proof of enrolment will be required. Access to other facilities within the centre require an additional charge.

City of Sydney Aquatic Club Entry

Available to active, registered club members for approved club activities. Includes access to pools for participation in approved club activities (not recreational swimming), change facilities and showers. Excludes all other pay-per-use aquatic, fitness or sporting facilities and programming.

Pay-Per-Use

Refers to one-time access for facilities, programs or services, allowing users to pay only for what they use without committing to a membership or extended upfront cost. This may apply to a single casual health club session, group exercise class, swimming pool entry, spa or sauna access, and other aquatic, fitness and sporting facilities and programming as defined by the City and its operators.

Creche

Includes child minding provided within the centre to children of a parent or guardian using the centre. This program is available at Gunyama Park Aquatic and Recreation Centre only, for children aged 8 weeks to 5 years. The parent or guardian must remain onsite at the centre and be contactable whilst the children are in care.

This service is not to be interpreted as formal childcare or early educational care or attributed with the associated educational and developmental outcomes that would be expected from this level of service. Child minding provided through the Creche is not claimable against the Child Care Rebate or other government subsidy programs.

Meeting Rooms

- Andrew (Boy) Charlton Pool - Charlton Room - capacity of 88, chairs and table, audiovisual (AV) facilities available.
- Cook + Phillip Park Pool - Group Exercise Training Room - capacity of 50, chairs and table, audiovisual (AV) facilities available.
- Ian Thorpe Aquatic Centre - Small Meeting Room - capacity of 6, chairs and table, no audiovisual (AV) facilities available.
- Gunyama Park Aquatic and Recreation Centre - Studio 1 - capacity of 20, chairs and tables, audiovisual (AV) facilities available.
- Gunyama Park Aquatic and Recreation Centre - Studio 2 and 3 - capacity of 60, chairs and tables, audiovisual (AV) facilities available.
- Gunyama Park Aquatic and Recreation Centre - Meeting Room 1 - capacity of 8, chairs and table, audiovisual (AV) facilities available.
- Gunyama Park Aquatic and Recreation Centre - Meeting Room 2 - capacity of 6, chairs and table, audiovisual (AV) facilities available.

The fee includes the hire of the meeting room only. Room set-up and pack down is the responsibility of the hirer and must be included in the duration of the booking. No additional access will be provided before or after the booking to accommodate for set up and pack down. If pack down is not completed, the bond will be retained in full to compensate.

Sports Court

A versatile, indoor multi-purpose court at Cook + Phillip Park Pool designed to accommodate a variety of sports and recreational activities. The court is suitable for basketball, netball, futsal (indoor soccer), badminton, pickleball, volleyball, and wheelchair sports.

Sports Field

A multipurpose all-weather field designed to accommodate various sports and recreational activities at Gunyama Park. The field features line markings specifically for soccer, adhering to minimum standard FIFA field dimensions. The rectangular pitch measures 90 metres in length and 55 metres in width. Permanent soccer goalposts with nets are also provided for bookings. While primarily marked for soccer, the field is also suitable for other sports such as rugby and touch football.

Memberships

Memberships provide individuals and groups with access to the City's Aquatic and Fitness Centres with the following options available. Unless stated otherwise, all memberships detailed below exclude access to pay-per-use aquatic, fitness and sporting facilities or programming, which attract additional charges.

Membership Options Include:

- **Standard direct debit membership:** No lock-in contract term; payments are made via direct debit.
- **12-month direct debit membership:** Includes a 12-month contract term at a discounted rate compared to the standard direct debit membership cost; payments are made via direct debit.
- **Upfront membership:** Available in three, six, nine or twelve-month terms. Unlike direct debit memberships, the total amount is paid upfront for the selected term.

Refund and Transfer:

There are no refunds of membership fees for change of mind or personal circumstances, excluding the standard cooling-off period of 7 days from the date of signing the membership agreement. Memberships, or any remaining value, are not transferable or refundable.

Cancellation Period:

A non-negotiable notice period of 14 days is required for membership cancellations and suspensions.

Exclusions:

Unless stated otherwise, all forms of membership detailed below exclude access to pay-per-use aquatic, fitness and sporting facilities or programming, which attract additional charges. Unless stated otherwise, all memberships exclude parking and lockers, where available, which attract additional charges.

Closures:

In the event that a centre, or part of its facilities, is closed for more than 14 consecutive days and this impacts a member's ability to access facilities or programming, the member will be offered a suspension. This suspension will not be deducted from the member's standard suspension period included as part of their membership.

360 Child Add-On:

An optional upgrade to an existing Adult 360 direct debit membership. It allows one child (under 16 years) from the same household to access eligible aquatic facilities as part of the adult member's plan. This product is treated as a membership, not casual entry, and is billed as an additional charge to the adult member's direct debit. Both the adult and child will be issued with individual access cards. If a child does not have an active 360 Child Add-On membership, a casual child entry fee will apply. Excludes access to other pay-per-use aquatic, fitness or sporting programs.

Fitness Passport or ClassPass:

These membership models, passes, and similar alternatives, are not currently accepted or planned to be accepted at the City of Sydney's aquatic and fitness centres.

360 Swim Only Membership

Pro:

This membership includes unlimited access to the six (6) pools for recreational and lap swimming, and access to change facilities and showers. Membership includes use of the steam and sauna room at Ian Thorpe Aquatic Centre and access to lockers at no additional charge.

Active:

This membership includes unlimited access to the three (3) standalone outdoor pools for recreational and lap swimming only, and access to change facilities and showers. This membership excludes Gunyama Park Aquatic and Recreation Centre.

360 Active Membership

This membership includes unlimited access to all three (3) standalone outdoor aquatic and fitness centres, including the health club and group exercise and aqua classes at Victoria Park Pool only. This membership excludes Gunyama Park Aquatic and Recreation Centre.

360 Pro Membership

This membership includes unlimited access to all six (6) aquatic and fitness centres. Membership includes access to group exercise and aqua classes, use of the steam and sauna room at Ian Thorpe Aquatic Centre and access to lockers at no additional charge.

360 Learn to Swim Membership (Family)

This membership includes access for two (2) adults to health club facilities, group exercise and swimming pools across all six (6) aquatic and fitness centres. It does not include Learn to Swim programming for adult members. The adults listed on the membership must be the legal guardians of the children enrolled in the program. Other family members, such as grandparents, aunts, uncles, godparents, and others, who are not the legal guardians of the enrolled children, are not eligible to be listed as the adults in the family unit for the purpose of this membership.

This membership includes access for one (1) or two (2) children to 48 weeks of group swimming lessons each year as part of the Learn to Swim program. The membership price remains the same regardless of whether one (1) or two (2) children are enrolled. Additional children can be added to the membership at cost to accommodate various family sizes.

Swimming lessons included in this membership are strictly for the children enrolled in the family unit. Lessons are limited to one session per week, per child. Lessons are non-transferable and cannot be deferred, banked, or credited. Suspensions or refunds are not available for Learn to Swim lessons included in this membership.

Unlimited recreational and lap swimming outside of scheduled lesson times. is included for all members of the family unit enrolled in the membership. Additional family members attending will be charged the appropriate casual entry fee.

Membership fees are payable via direct debit or upfront payment only.

To remain valid, the membership must have at least one (1) child actively enrolled in the Learn to Swim program. The membership expires after the final child exits the Learn to Swim program. The operator reserves the right to review and transition the membership to an eligible product if this condition is not met.

NSW Government vouchers such as First Lap, Active Kids, or similar programs cannot be used towards this membership. No further discounts, concessions, or subsidies apply to this membership.

360 Squad Membership

This membership includes unlimited access to all six (6) aquatic and fitness centres, as well as access to change rooms, showers, and the health club. Membership includes use of the steam and sauna room at Ian Thorpe Aquatic Centre and access to lockers at no additional charge. Minimum session attendance requirements in the Squads program apply based on the enrolled Squad level.

360 Corporate Membership

Memberships aimed at corporate businesses within the City of Sydney local government area to improve the health and wellbeing of their staff, with a set discount applied.

Mult-Visit Passes

Provides individuals with access to the City's pools, change facilities and showers at a discounted rate when compared to casual entry fees. These passes are available for purchase in-centre only.

Unless stated otherwise, all passes detailed below exclude access to pay-per-use aquatic, fitness and sporting facilities or programming, which attract additional charges.

Refund and Transfer:

There are no refunds on passes for change of mind or personal circumstances, excluding the standard cooling-off period of 7 days from the date of purchase. Passes, or any remaining value, are transferable by submitting a transfer request with the operator.

Exclusions:

Unless stated otherwise, all passes detailed below exclude access to pay-per-use aquatic, fitness and sporting facilities or programming, which attract additional charges. Unless stated otherwise, all passes exclude parking and lockers, where available, which attract additional charges.

Closures:

In the event that a centre, or part of its facilities, is closed for more than 14 consecutive days and this impacts a pass holder's ability to access facilities or programming, the pass expiry will be extended by the closure period.

Pass Validity:

Passes are valid for three years from the date of purchase.

Suspension:

Passes are not eligible for suspension.

Fitness Passport or ClassPass:

These membership models, passes, and similar alternatives, are not currently accepted or planned to be accepted at the City of Sydney's aquatic and fitness centres.

360 Go Multi-Visit Swim Pass - 20 Visits

Indoor and outdoor variations of the pass are available:

Pro: Swim-only multi-visit pass, with 20 visits to all six (6) centres for recreational and lap swimming and access to change facilities and showers, including Gunyama Park Aquatic and Recreation Centre.

Active: Swim-only multi-visit pass, with 20 visits to the three (3) standalone outdoor pools or recreational and lap swimming and access to change facilities and showers, excluding Gunyama Park Aquatic and Recreation Centre.

Passes do not include access to health clubs or group exercise or aqua classes.

Multi-Visit Aquarobics Pass -10 Classes:

Includes access to ten (10) aquarobics classes and use of the swimming pool and use of change facilities and showers.

Family Splash Pass

This 3-month upfront pass offers unlimited swimming to families. This pass is available for either one adult or two adults, with the option to add additional children to accommodate various family sizes. Upfront payment is required for the 12-week period. The pass is valid for 12 weeks from the date of purchase.

Health and wellbeing programming

Unless stated otherwise, all programs detailed below exclude access to pay-per-use aquatic, fitness and sporting facilities or programming, which attract additional charges.

Teen Gym

Includes one (1) structured health club floor class under supervision for a set period, and use of change facilities and showers. The program does not include unsupervised access to the health club.

Personal Training

Includes pay-as-you-go sessions of one-on-one or small group exercise training and program development. The service can be purchased as a single session, multi-pack, or via direct debit options. The program permits access to the health club for the duration of the session

Exercise Physiology

Provides patrons with information and advice about exercise to help manage and prevent injuries and chronic conditions, delivered by allied health professionals. Exercise physiology services can include use of the swimming pools and health club facilities and pools while under the guidance of the exercise physiologist. Sessions may include individual and group sessions.

Exercise physiology services can be privately funded by participants or covered through private health insurance, or accessed through various support schemes in Australia, including but not limited to:

- **Department of Veterans' Affairs (DVA) Covered Sessions**
Eligible veterans holding a Gold or White Card can access exercise physiology services to manage chronic diseases and assist in rehabilitation post-injury or illness. For more information, including fees and charges, visit the Department of Veterans' Affairs [website](#).
- **National Disability Insurance Scheme (NDIS) Sessions**
The NDIS funds exercise physiology services to support individuals with disabilities in improving their physical wellbeing, offering personalised exercise programs to enhance daily living activities. For more information, including fees and charges, visit the National Disability Insurance Scheme [website](#).
- **Chronic Disease GP Management Plans and Team Care Arrangements**
Medicare provides subsidised exercise physiology sessions for patients with chronic conditions under GP Management Plans and Team Care Arrangements, facilitating better management of their health. For more information, including fees and charges, visit the Services Australia [website](#).
- **WorkCover Exercise Physiologist Sessions**
Injured workers can access exercise physiology services under WorkCover schemes to aid in their rehabilitation and return to work. For more information, including fees and charges, visit the NSW State Insurance Regulatory Authority [website](#).

Fees and charges are set by the associated regulatory authority for each scheme and are subject to change.

Take Charge Program

A 60-day health club floor-based mental health and wellbeing program available to individuals referred by medical or allied health professionals. Participants receive free access to facilities and services in line with a 360 Pro Membership, aimed at improving mental health through exercise.

Group Fitness

Members can enjoy a diverse selection of group fitness classes, including Les Mills sessions, bespoke 360 classes, boot camps, yoga, and Pilates. Casual guests also have the option to book a class on the day as part of their entry, for an additional cost.

Onboarding / Introductory Sessions

Three (3) complimentary sessions delivered by a fitness professional are available for new 360 Pro Members to familiarise them with the facilities, develop a basic fitness program, and connect with staff to encourage participation.

GOLD Classes

Group fitness classes tailored specifically for seniors, offering a variety of options designed to accommodate different abilities, interests, and fitness levels. These classes follow a similar structure to regular group fitness classes, with adjustments made to suit the needs and capabilities of the attendees.

School Program

Health and wellbeing programs that cater to school-aged children, with a focus on fitness and sports development. Schools can select their preferred centre, and programs will be tailored to meet specific requirements. These may include, but are not limited to, health club floor training, group fitness classes, sports and skill development.

Small Group Outdoor Training

A range of outdoor programs, including boot camps, corporate games, and run clubs, that foster community engagement and promote active lifestyles. These initiatives offer opportunities for individuals of all fitness levels to enjoy outdoor activities while connecting with others in a social and supportive environment, without the need to enter a centre.

Aquatics Programming

Unless stated otherwise, all programs detailed below exclude access to pay-per-use aquatic, fitness and sporting facilities or programming, which attract additional charges.

Aquarobics

Members can take part in a variety of aquarobics classes designed to improve fitness, flexibility, and overall wellbeing through low-impact, water-based exercise. Casual guests also have the option to book a class on the day as part of their entry, for an additional cost.

WAVES Program

Offers gentle, low-impact water-based exercise classes aimed at improving mobility and flexibility. These sessions are particularly beneficial for individuals aged 50 and above, focusing on enhancing strength and balance while minimising joint strain. The program is delivered at the Gunyama Park Aquatic and Recreation Centre's hydrotherapy pool on a term-based schedule.

Learn to Swim Program

This program applies to adults and children booked into a 48-week water safety and swimming program, delivered on a term-based schedule. The program includes one (1) group swimming lesson per week and unlimited swimming outside of lesson times for the enrolled child or adult, and use of change facilities and showers. This program excludes City of Sydney Swim Club activities. Each enrolled participant is entitled to one make-up lesson every 30 days. All lessons must be paid via direct debit.

Private Swimming Lessons

Includes personalised coaching tailored to individual needs and skill levels. Designed for swimmers of all ages and abilities, these lessons focus on improving technique, confidence, and water safety under the guidance of qualified instructors in a one-on-one or small group setting. All lessons must be paid via direct debit.

Private lesson options include:

- Individual: one-on-one, 30-minute session
- Double Private: two participants in a shared 30-minute session

Enrolments in private swimming lessons and the Swim Champs program are not eligible for make-up lessons.

Hydrotherapy / Warm Water (Aquatic Therapy) Classes

Members can access warm water classes focused on gentle, therapeutic exercises that support rehabilitation, mobility, and pain management. These sessions are ideal for those recovering from injury or managing chronic conditions. Casual guests also have the option to book a class on the day as part of their entry, for an additional cost. Classes are available at indoor aquatic and fitness centres only and delivered on a term basis.

Holiday Intensive Swimming Lessons

A 2 or 3-week intensive swim program for school aged children designed to fast-track water confidence, swimming skills, stroke development, endurance, safety, and enjoyment in the water. Swimming lessons are held exclusively during school holidays.

School Swimming Programs

School term-based swimming lessons derived from the mainstream Learn to Swim program, tailored to accommodate the specific needs and requests of each school. These programs aim to teach basic skill development and water safety, ensuring all children become proficient in swimming as part of drowning prevention efforts.

Squad Programs

An advanced competitive swimming program designed for participants who have completed all mainstream levels in the Learn to Swim program. This program focuses on stroke efficiency, overall fitness, and conditioning. It consists of five levels: Blue, Bronze, Silver, Gold, and Platinum.

Lane Hire

External providers can hire space by completing a hire agreement and paying the associated fees. Booked activities must not compete with the programs and services offered by the operator and will be declined accordingly. Hirers are limited in the number of lanes they can hire to ensure compliance with the centre's Water Space Allocation Framework and the operator's own aquatic programming strategy and approach.

Swimming Carnivals

Schools can hire lane space to run annual school swimming carnivals. Depending on the size of the booking, the pool may be closed to the public.

Swim Fit

The program offers structured swim workouts aimed at improving fitness, technique, and endurance for swimmers. Participants in this program are expected to have adequate stroke development, as it is a natural progression from the Learn to Swim Adult Advanced classes.

Sports Programming

Sport Competitions

Operator-run sport competitions are currently offered in basketball, indoor and outdoor futsal, volleyball, and netball. Registration is required, and additional fees apply for competition entry.

City of Sydney Community Tennis Courts

The City of Sydney manages community tennis facilities across the local government area, providing for the recreational needs of our communities and contributing to their quality of life.

These six (6) community tennis facilities provide access to 16 full-size floodlit courts and one (1) floodlit Hot Shots court at Turruwul Park Tennis Courts.

Facility Name	Suburb	Number of courts	Surface
Alexandria Park Tennis Courts	Alexandria	2 floodlit	Acrylic hardcourt
Beaconsfield Park Tennis Courts	Beaconsfield	2 floodlit	Acrylic hardcourt
Prince Alfred Park Tennis Courts	Surry Hills	5 floodlit	Plexi-cushion hardcourt
Rushcutters Bay Park Tennis Courts	Rushcutters Bay	5 floodlit	Synthetic grass
St James Park Tennis Courts	Glebe	2 floodlit	Acrylic hardcourt
Turruwul Park Tennis Courts	Rosebery	1 court and 1 hot shots court floodlit	Acrylic hardcourt

Hours of Operation

General Operating Hours

Applies to all tennis facilities listed above, excluding the below special operating hours.

Weekday (Daytime): 7:00 am – 5:00 pm (Monday to Friday)

Weekday (Evening): 5:00 pm – 10:00 pm (Monday to Friday)

Weekend: 7:00 am – 10:00 pm (Saturday and Sunday)

Special Hours

Prince Alfred Park Tennis Centre:

Open 6:00 am – 11:00 pm, Monday to Sunday

Rushcutters Bay Park Tennis Courts:

Open 7:00 am – 9:00 pm on weekends

Customers

Adult

Any person aged 16 years or over who does not qualify for a concession category listed below. Adults pay full charge and are not eligible for subsidies or concessions.

Concession

- Full-time enrolled students
- Primary card holders of:
 - o NSW Seniors Card (excludes NSW Senior Savers Card)
 - o NSW Transport Concession Entitlement Card holders for Job Seekers
- Primary card holders of Commonwealth-issued Health and Concession Cards:
 - o Health Care Card
 - o Pensioner Concession Card
 - o Seniors Health Card
 - o ImmiCard
 - o Ex-Carer Allowance (Child) Health Care Card
 - o Foster Child Health Care Card
 - o Low Income Health Care Card
 - o Department of Veterans' Affairs Pensioner Concession Card
 - o Individuals with proof of an approved Commonwealth concession or health care card not listed above
- Other groups as defined by the City.

For more information on Commonwealth-issued Health and Concession Cards, visit the Services Australia [website](#).

- All concession types listed above must be verified by the customer by presenting an original, valid concession card issued by the relevant government or institution.
- Photocopies or digital copies will not be accepted.
- Concession fees are subsidised fees designed to support target groups within the community by promoting equitable access to services, programs and facilities.
- Customers who qualify for a concession fee receive a 25% subsidy off the adult fee (full charge) for casual visits and selected memberships.
- This subsidy is non-transferable.
- Direct debit members with a concession card expiring during their membership must provide proof of a new, valid concession card before the expiry date of their existing card.
- If a valid concession is not provided, fees will automatically revert to the full price without prior notice.
- No retrospective credit or discounts will be issued for missed subsidies should a valid updated concession card not be provided.
- Customers are responsible for notifying the operator of any updated concession card details in advance to maintain their eligibility. It is not the responsibility of the operator or the City to request or follow up on updated concession cards.
- Student cards remain valid until the expiration date printed on the card. If no expiry date is specified, a maximum validity of four years from the date of issue applies.
- For student cards, other written proof of enrolment and course duration may also be requested.

City Access Card

City Access Cards are issued by the City of Sydney and its operators and provide eligible residents and non-residents (and their dependants under the age of 16) with reduced entry fees to City of Sydney aquatic and fitness centres and tennis courts.

To qualify, applicants must hold a valid:

- Commonwealth Health Care Card
- Pensioner Concession Card
- Seniors Health Card

Additionally, individuals experiencing financial hardship, those seeking asylum, or those with refugee status within the City of Sydney area may also be eligible.

For more details, visit the City's [website](#).

For eligibility and applications, contact the City of Sydney on (02) 9265 9333 or via council@cityofsydney.nsw.gov.au.

Tennis Access Card Conditions

- Access Card bookings are limited to two (2) people per court, per City Access Card.
- One of the participants must be a holder of a valid City Access Card.
- Access Cards will be verified prior to gaining access to the courts.

Coaching and Commercial Interests

The City's community tennis centres are available for public use in accordance with the terms and conditions of access and hire. However, commercial coaching is strictly prohibited without prior authorisation. Coaches must contact the centre operators directly for further information relating to commercial activities.

Commercial Activities

Commercial activities refer to any programs, services, or bookings conducted by individuals, businesses, or organisations other than the operator.

This includes, but is not limited to:

- Private coaching or lessons
- Paid group programs or clinics
- Equipment hire or sales for profit
- Events or tournaments
- Filming or photography for commercial use

All commercial activities must be approved by the operators and may be subject to additional fees, insurance requirements, or licensing conditions



Figure 1. St James Park Tennis Courts, Glebe – Photo by Katherine Griffiths / City of Sydney

Perry Park Recreation Centre

The Perry Park Recreation Centre is located in Alexandria. It consists of four (4) indoor multipurpose courts for sports such as netball, volleyball, futsal, badminton, pickleball, basketball, and multi-sports.

Customers

Concession

Full-time enrolled students, NSW Seniors Card (excludes Senior Savers Card) holders, primary card holders of Commonwealth Health Care Cards, Pensioner Concession Cards, Commonwealth Seniors Health Cards, ImmiCards, Ex-Carer Allowance (Child) Health Care Cards, Foster Child Health Care Cards, Low Income Health Care Cards, NSW Transport Concession Entitlement Card for Job Seekers, Department of Veterans' Affairs Pensioner Concession Cards, or people with proof of an approved Commonwealth concession or health care card issued but not listed here.

Sporting clubs and organisations are not eligible for concession rates.

Student cards are only valid up until the expiration date listed on the card.

The concession card holder must be present for the booking and is only eligible for a maximum of one (1) booking per booking date. The standard court hire rate will apply for any additional bookings.

A minimum of 50% of participants within the booking must also be present and hold an original concession card (photocopies will not be accepted). Concession cards will be checked to gain entry to the court.

Access

Casual Entry:

Indoor courts are available for casual basketball use for a minimum of 30 minutes during non-booked court times. Entry includes use of change facilities and showers.

Please contact Perry Park Recreation Centre for details of court times.

Casual Court Hire:

Available for one-off or irregular bookings of indoor courts for individual or group use. Full court hire is available per hour for futsal, netball, volleyball, badminton, basketball, and multi-sports. Half court hire is available for netball and basketball only. Hire includes use of change facilities and showers.

Regular Booking:

Applies to any sporting group or organisation that hires court spaces on a weekly basis for a minimum of ten (10) consecutive weeks.

City Access Card Holders

City Access Card (Student):

Full-time enrolled students aged eighteen (18) and under. Student cards or proof of enrolment will be required. This applies to casual entry only.

Programs

City Run Program:

Sports programs run by the City, targeted at adults, children, and concession groups. Access includes use of change facilities and showers.

Sports Competitions:

City-operated sports competitions for senior and junior teams – futsal, netball, volleyball, and multisport. Access includes use of change facilities and showers.

Senior:

Adults eighteen (18) years and over.

Junior:

Children under eighteen (18) years of age.

Services

Event Hire:

The Centre is available for sporting functions/events with more than 100 attendees per court and/or where City-run programs and bookings are displaced. Hire includes use of change facilities and showers. Bookings are for a minimum of two (2) indoor courts, for a minimum of five (5) hours.

Additional fees apply for cleaning, advertising, staff provision, equipment hire, spectator seating relocation, showcourt seating set-up/pack-down, bump in/bump out, and cancellations.

Please contact the Centre for more information.

Spectator Seating Relocation:

Set-up/pack-down of two-tiered spectator seating for events or international futsal court configuration, with an applicable fee. Up to 106 people per court can be seated. The booking must allow for set-up/pack-down within booked hours.

Please contact the Centre for more information.

Showcourt Seating:

Set-up/pack-down of showcourt seating, with an applicable fee. Up to 336 people can be seated. The booking must allow for set-up/pack-down within booked hours.

Please contact the Centre for more information.

Equipment Hire:

For casual use, includes balls, badminton racquets, shuttlecocks, and netball bibs for a minimum of 30 minutes.

Kiosk / Merchandise Sales:

Sale of packaged food, sports drinks, or sports equipment (e.g. shin guards, sports tape) at the Centre kiosk.



Figure 2. Indoor play at Perry Park Recreation Centre, Alexandria – Photo by Katherine Griffiths / City of Sydney

City of Sydney Synthetic Sporting Fields

The City provides a number of synthetic sporting fields. These all-weather fields help increase the capacity of our sports facilities to meet the growing needs of our communities.

Gunyama Park Synthetic Sports Field, Zetland

Field:

May be hired in full-field configuration or half-field configuration. Half-field bookings will be charged at 50% of the full-field rate.

Peak and Off-Peak Times:

- **Off-peak:** Up to 4:00 pm, Monday to Friday
- **Peak hire:** From 4:00 pm on weekdays and all day on weekends

Field Access:

During periods where there are no bookings, the field will be available for informal community use. However, the field cannot be used for personal training involving equipment.

Bookings must be made through the operator of the City's aquatic and fitness centres.

Perry Park Synthetic Sports Field, Alexandria

Field:

May be hired in full-field or half-field configuration. Half-field bookings will be charged at 50% of the full-field rate.

Field Access:

During periods where there are no field bookings, the field will be available for informal community use. However, the field cannot be used for personal training involving equipment.

Bookings must be made through Perry Park Recreation Centre.

Getiela Synthetic Sports Field, Alexandria

This field is shared with Alexandria Park Community School. The City has use of the field outside of school hours, on weekends, public holidays, and during school holidays.

City Use Hours:

- Monday to Friday (school terms): 6:00 pm to 10:00 pm
- Weekends & Public Holidays: 8:00 am to 8:00 pm
- Monday to Friday (school holidays): 8:00 am to 10:00 pm

Field:

May be hired in full-field configuration or half-field configuration. Half-field bookings will be charged at 50% of the full-field rate.

Field Access:

During periods where there are no field bookings, the field will be available for informal use. However, the field cannot be used for personal training involving equipment.

Bookings must be made through Perry Park Recreation Centre.

The Crescent Synthetic Sports Field, Annandale

Hours of Use:

Monday to Friday: 8:00 am – 10:00 pm

Weekends: 8:00 am – 8:00 pm

Field:

May only be hired in half-field configuration.

Field Access:

During periods where there are no field bookings, the field will be available for informal community use. However, the field cannot be used for personal training involving equipment. Studded boots are not permitted on the field.

Bookings must be made through the City's Venue Management Unit via (02) 9265 9333 or at openspacebookings@cityofsydney.nsw.gov.au.

Customers

Commercial Hire:

Applies to businesses, corporations, or any other private groups that charge entry or participation fees for use or access to the field, and that also compete with local businesses.

Please contact Perry Park Recreation Centre for more information.

Non-Commercial Hire:

Applies to registered not-for-profit or charity groups, and private schools. The hirer must provide a Certificate of Endorsement as an Income Tax Exempt Charitable Entity from the Australian Tax Office, or a copy of the entity's constitution (including a not-for-profit clause).

Schools within the Local Government Area (LGA):

Government public schools situated within the City of Sydney local government area. Private schools are not included.

Schools outside the Local Government Area (LGA):

Government public schools situated outside the City of Sydney local government area.

Access

School Holiday Hire:

Applies to any non-commercial organisation that hires field spaces during the school holidays (before 6:00 pm on weekdays).

Please contact Perry Park Recreation Centre for more information.

Seasonal Booking:

Applies to any non-commercial organisation that hires field spaces over the duration of either the summer or winter sporting season (minimum of 10 consecutive weeks or fortnights).

Programs

City Run Program:

Sports programs run by the City, targeted at adults, children, and concession groups.

School Holiday Programming:

City-operated holiday camps and school holiday programs. Includes staff and equipment.

Sports Competitions:

City-operated sports competitions for senior and junior teams – football, rugby, and multisport.

Senior:

Adults eighteen (18) years and over.

Junior:

Children under eighteen (18) years of age.

Services

Events:

The field is available for sporting functions/events hire that may displace City-run programs and bookings. The booking may include the use of change facilities and showers (booked through Alexandria Park Community School).

Each booking requires a minimum of five (5) hours.

Additional fees apply for cleaning, advertising, staff provision, equipment hire, bump in/bump out, and cancellations.

Please contact Perry Park Recreation Centre for more information.

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Creative Studios

Fees and Charges
2025/26
Appendix 4

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

CITY OF SYDNEY 

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Cover Image: City of Sydney Creative Studios, 119 Bathurst Street, Sydney. Photo by Paul Patterson / City of Sydney

Introduction

The City of Sydney Creative Studios is a 2,000sqm creative facility located at 115-119 Bathurst Street, Sydney. It encompasses 30 distinct creative studios, providing affordable rehearsal and production studios for creative practitioners and enterprises.

The Creative Studios facility is managed by Brand X Productions Incorporated (Brand X), under a management agreement contract with the City of Sydney. Brand X is a Sydney-based, not-for-profit arts organisation and registered charity that has supported Sydney's creative sector for 20 years.

The Creative Studios includes the following spaces available for hire:

- two double-height rehearsal studios for performing artists
- soundproof recording studio rooms for musicians
- production and editing suites for filmmakers and digital artists
- creative offices, meeting spaces and a wardrobe

This document outlines the fees and charges for this venue.



Figure 1. L5.1 Recording Studio, City of Sydney Creative Studios – Photo by Matt Lambley/City of Sydney

Overview

Fees and charges for the City of Sydney Creative Studios are categorised as follows:

- Venue hire
- Equipment
- Additional charges
 - Technician
 - Loading Dock
 - Storage
 - Add on Meeting Room hire
 - Add on Production Office hire
- Packaged venue hire

Fees are calculated for the following periods:

- Hour
- Block (4 hours)
- Day (12 hours)
- Week (7 days)
- Month (4 weeks)

Venue hire fees are the fees applicable for hiring of a particular space. Spaces may be hired for all applicable periods.

Equipment charges are charges for the hiring of audio or visual equipment, or large scale set up. Spaces may be hired for all applicable periods.

Technician charges are for the dedicated allocation of a venue technician with charge periods of up to a Day

Services may include:

- Lighting and sound technician support for development showings, workshops and seminars, or classes
- Training on equipment use, including control room, microphones
- Use of the rigging in Level 2 Rehearsal Rooms

Loading Dock charges are for the reservation of the loading dock for bump-in and bump-out periods, with charge periods of up to a Block.

Storage charges are for hire of a large storage room and small storage lockers on Level 6, with charge periods between a Day and a Month.

Add on Meeting Room Hire charges are for the hire of a meeting room, as an add-on to an existing booking of at least 60 hours for a discounted price, with charge periods of Block, a Day or a Week.

Add on Production Office Hire charges are for hire of a production office, as an add-on to an existing booking of at least 60 hours for a discounted price, with charge periods of either a Day or a Week.

Packaged venue hire fees are the fees applicable for hiring of a number of spaces, in defined combinations, for all applicable periods except hourly.

Please note the following in relation to pricing:

- Pricing in this document is valid from 1 July 2025 until 30 June 2026.
- All prices quoted include GST, unless stated otherwise.
- The basis of pricing is market rates, unless stated otherwise.



Figure 2. L5. Control Room, City of Sydney Creative Studios – Photo by Matt Lambley/City of Sydney

Hirer categories

Brand X, the operator of the City of Sydney Creative Studios, recognises five customer/hirer categories, as follows:

Artist Pass

- Professional practicing artists, amateur artists, small arts groups, and collectives, hobbyists and community members with a creative passion.
- Brand X Artist Pass membership, accessible via a \$50 annual subscription, which provides hirers with access to subsidised venue hire rates at the City of Sydney Creative Studios, subsidised tickets to events at Brand X operated venues, access to creative sector professional development training program, and access to on-demand library of creative sector development training workshops and performances.

Artist Pass For Organisation

- Arts organisations with an annual turnover of no more than \$3 million, as well as producers who are producing work for these entities.
- Brand X Artist Pass For Organisations membership, accessible via a \$150 annual subscription, provides hirers with access to subsidised venue hire rates.

Commercial Hire For Artist Pass Holders

- Eligible for an Artist Pass but undertaking an activity that delivers a direct commercial outcome for the hirer.
- Participants are usually charged a fee for participation or a service provided. For example, paid classes and workshops.

General Access

- Commercially oriented businesses and creative organisations with a turnover higher than \$3million.
- Individuals who do not wish to subscribe to the Artist Pass program may also choose to hire space via General Access rates.

Commercial Hire For General Access

- Activity that delivers a direct commercial outcome for the hirer.
- Participants are usually charged a fee for participation or a service provided. For example, paid classes and workshops.

Venue hire fees

Space Sizes

Venue hire fees are based on size and function of the space. Three categories of spaces are defined below:

Large:

- L2.1 Rehearsal Studio
- L5.1 Recording Studio

Standard:

- L2.2 Rehearsal Studio
- L5 Control Room
- L5.2 Recording Studio
- L5.5 Recording Studio
- L5.6 Practice Room
- L6.9 Screening Room
- L7.9 Workshop

Small:

- L2 Wardrobe
- L3 Meeting Room
- L5.4 Recording Studio
- L6.2 Post-Production Suite
- L6.3 Post-Production Suite
- L6.4 Post-Production Suite
- L6.7 Post-Production Suite

Charging Periods

- Hour
- Block of 4 hours - Four consecutive hours of hire in one space
- Day of 12 hours - If booked consecutively, the space can be used exclusively at this rate.
- Week of 7 days - provides daily exclusivity to one space between Monday and Sunday.
- Month of 4 weeks - provides daily exclusivity to one space for four consecutive weeks.

Promotions

Brand X may, from time to time as appropriate, implement and run promotional activities.

- These promotional activities may include, but are not limited to, offering booking incentives, discounts, and value-add incentives.
- Where Brand X determines to implement and run such promotional activities, the rate will be determined by Brand X, in consultation with the City as it sees fit, and in line with market conditions.

Significant Commercial Hire

- Brand X may, from time to time as appropriate, vary the Commercial Hire For General Access Rates for significant commercial hire of the facility or its spaces by large commercial entities.
- Where Brand X determines to implement Significant Commercial Hire rates, the rate will be determined by Brand X, in consultation with the City as it sees fit, and in line with market conditions.

Large Spaces

L2.1 Rehearsal Studio:

The largest of the two rehearsal spaces at the Creative Studios, this space accommodates performance-based companies and collectives preparing for production. This space provides exclusive access to allow for rehearsal mark-up and the use of sets/props for the duration of the weekly hire period.

A minimum hire period of 1 day applies.

Category	Day	Week	Month
Artist Pass	250	1,200	4,200
Artist Pass For Organisation	380	1,999	7,200
Commercial Hire For Artist Pass Holders	550	2,800	10,200
General Access	770	3,900	14,500
Commercial Hire For General Access	860	4,500	16,500

L5.1 Recording Studio:

The largest soundproof studio at the Creative Studios, this space is designed to fit up to 30 musicians. The space features exceptional acoustic treatment, making it perfect for recording vocals and instruments within the room, or making use of the adjoining Control Room (separate hire), with talk back between studios.

Category	Hour	Block	Day	Week	Month
Artist Pass	28	99	250	1,200	4,200
Artist Pass For Organisation	44	150	380	1,999	7,200
Commercial Hire For Artist Pass Holders	56	200	550	2,800	10,200
General Access	75	275	770	3,900	14,500
Commercial Hire For General Access	85	310	860	4,500	16,500



Figure 3. L2.1 Rehearsal Studio, City of Sydney Creative Studios – Photo by Christina Mishell/Brand X Productions

Standard Spaces

L2.2 Rehearsal Studio:

The smaller of two rehearsal spaces at the City of Sydney Creative Studios, this space is designed for performing artists training or building their creative practice as well as being a venue suitable for auditions, classes, and workshops.

L5 Control Room:

Designed for mixing and recording hirer's projects, the Control Room also offers the capability to record music coming from any studio on Level 5 using the Focusrite preamps. Available to experienced audio engineers and producers only. This soundproof space is perfect for music production of the highest quality.

L5.2 Recording Studio:

Designed to rehearse and record music, with a beautiful Yamaha upright piano included in the space. Ideal space for music lessons and small group rehearsals, fitting up to twelve (12) musicians. Recordings can be done within the studio, or hirers can make use of the adjoining Control Room (separate hire), with camera and audio feed to connect between spaces.

L5.5 Recording Studio:

An intimate production and recording room, this space is designed for small groups of up to four (4) musicians to rehearse and record in. Recordings can be done within the studio, or hirers can make use of the Control Room (separate hire), with camera and audio feed to connect between spaces.

L5.6 Practice Room:

The largest soundproof studio at City of Sydney Creative Studios. Designed to fit up to thirty (30) musicians, this space features exceptional acoustic treatment, making it perfect for recording vocals and instruments within the room, or making use of the adjoining Control Room (separate hire), with talk back between studios.

L6.9 Screening Room:

This versatile space can transform into either a meeting room for production planning, video conferencing, small group rehearsals, script reads, film screenings or for small scale video production with limited background and lighting provided onsite. The space can be rearranged according to the hirer's needs, by special layout request.

L7.9 Workshop:

This multi-purpose visual arts space can be used for group skill sharing or personal practice. Artist work is limited to the use of non-toxic/fume materials and environmentally responsible practices. Spaces may be suitable for desk-based practice, design, textiles, drawing, painting, illustration, digital, small sculpture, printing.

Category	Hour	Block	Day	Week	Month
Artist Pass	24	80	200	9,50	3,300
Artist Pass For Organisation	38	125	325	1,700	6,200
Commercial Hire For Artist Pass Holders	49	170	470	2,300	8,500
General Access	75	275	770	3,900	14,500
Commercial Hire For General Access	85	310	860	4,500	16,500



Figure 4. L5.2 Recording Studio, City of Sydney Creative Studios – Photo by Christina Mishell/Brand X Productions

Small Spaces

L2 Wardrobe:

This space is appropriate for staff/board meetings, strategic planning, script readings, video conferencing as well as being suitable for writers or short-term production desks.

L3.1 Meeting Room:

This space is appropriate for staff/board meetings, strategic planning, script readings, video conferencing as well as being suitable for writers or short-term production desks.

L5.4 Recording Studio:

An intimate production and recording room, this space is designed for a single musician to rehearse and record in. Recordings can be done within the studio, or hirers can make use of the Control Room (separate hire), with camera and audio feed to connect between spaces.

L6.2 Post-Production Suite:

One of three media post-production spaces designed for digital media creators. This soundproofed, blacked out space with surround sound and a screen to plug your hardware into, offers a perfect space for creators to immerse themselves in their practice, whether they are a video editor, colour grader, sound designer, animator or specialise in visual effects.

L6.3 Post-Production Suite:

Equipped with Mac Studio M1, dual monitors, the Adobe Suite and more. This soundproofed, blacked out space with surround sound and a screen to plug your hardware into, offers a perfect space for creators to immerse themselves in their practice, whether they are a video editor, colour grader, sound designer, animator or specialise in visual effects.

L6.4 Post-Production Suite:

One of three media post-production spaces designed for digital media creators. This soundproofed, blacked out space with surround sound and a screen to plug your hardware into, offers a perfect space for creators to immerse themselves in their practice, whether they are a video editor, colour grader, sound designer, animator or specialise in visual effects.

Category	Hour	Block	Day	Week	Month
Artist Pass	17	55	130	550	1,600
Artist Pass For Organisation	24	80	180	900	3,200
Commercial Hire For Artist Pass Holders	36	120	325	1,600	5,200
General Access	40	140	380	1,900	6,200
Commercial Hire For General Access	55	180	500	2,500	8,200

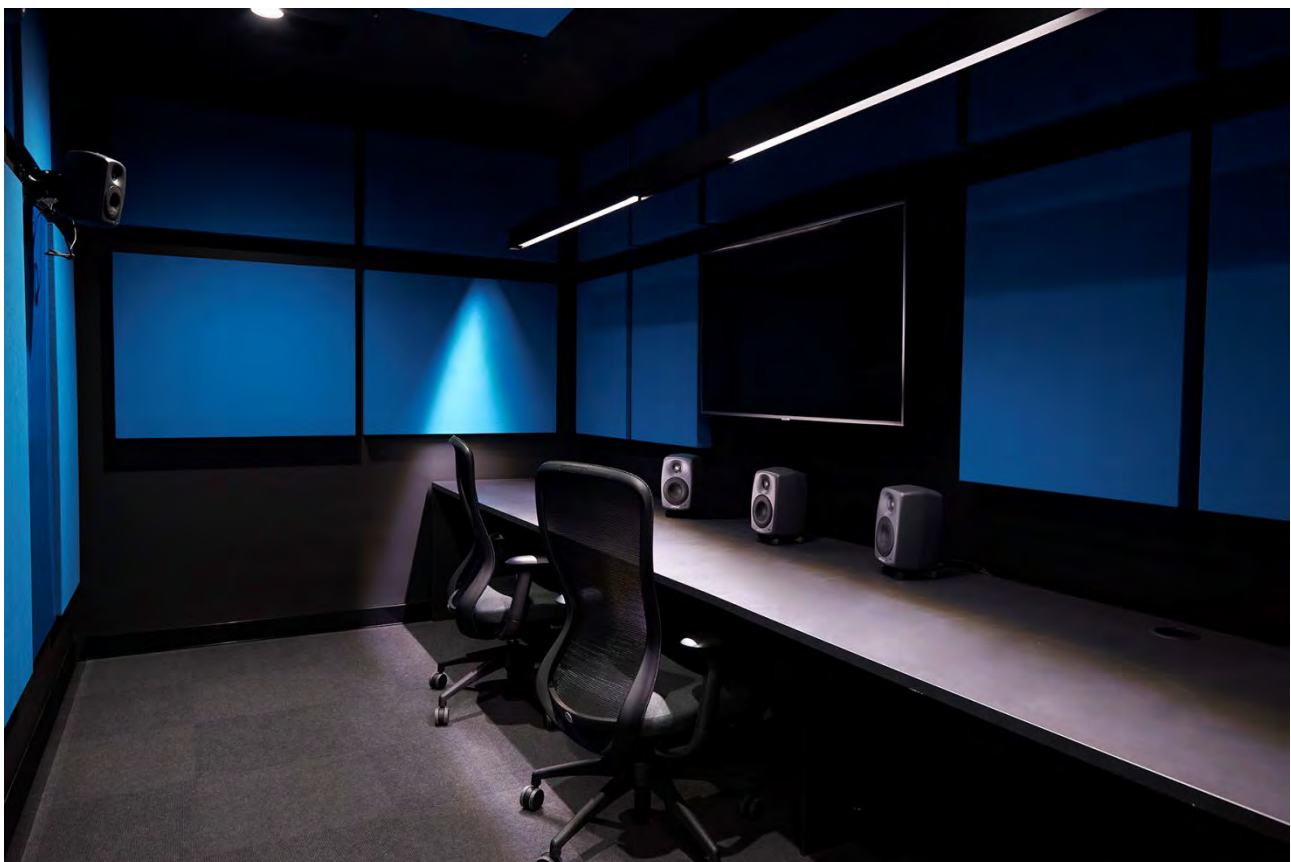


Figure 5. L6.2 Recording Studio, City of Sydney Creative Studios – Photo by Christina Mishell/Brand X Productions

Additional Charges

Equipment

Equipment charges are charges for the hiring of audio or visual equipment, or large scale set up.

Category	Hour	Block	Day	Week	Month
Artist Pass	10	15	30	120	360
Artist Pass For Organisation	10	15	30	120	360
Commercial Hire For Artist Pass Holders	10	15	30	120	360
General Access	10	15	30	120	360
Commercial Hire For General Access	10	15	30	120	360

Technician

Technician charges are for the dedicated allocation of a venue technician. Services may include:

- Lighting and sound technician support for development showings, workshops and seminars, or classes
- Training on equipment use, including control room and microphones
- Use of the rigging in Level 2 Rehearsal Rooms

Category	Hour	Block	Day
Artist Pass	90	220	600
Artist Pass For Organisation	90	220	600
Commercial Hire For Artist Pass Holders	90	220	600
General Access	120	360	800
Commercial Hire For General Access	120	360	800

Loading Dock

Loading Dock charges are for the reservation of the loading dock for bump-in and bump-out periods:

Category	Block	Day
Artist Pass	30	60
Artist Pass For Organisation	30	60
Commercial Hire For Artist Pass Holders	30	60
General Access	30	60
Commercial Hire For General Access	30	60

Storage

Storage charges are for use of a large storage room and small storage lockers on Level 6:

Category	Day	Week	Month
Artist Pass	20	40	120
Artist Pass For Organisation	20	40	120
Commercial Hire For Artist Pass Holders	20	40	120
General Access	20	40	120
Commercial Hire For General Access	20	40	120

Meeting Room Hire

Add on Meeting Room Hire charges are for an add-on to an existing booking of at least 60 hours for a discounted price:

Category	Block	Day	Week
Artist Pass	50	140	500
Artist Pass For Organisation	50	140	500
Commercial Hire For Artist Pass Holders	50	140	500
General Access	120	280	1,200
Commercial Hire For General Access	120	280	1,200

Add on Production Office Hire

Production Office Hire charges are for an add-on to an existing booking of at least 60 hours for a discounted price:

Category	Day (12 hours)	Week (66 hours)
Artist Pass	140	500
Artist Pass For Organisation	140	500
Commercial Hire For Artist Pass Holders	140	500
General Access	280	1,200
Commercial Hire For General Access	280	1,200

Packaged Venue Hire

Theatre

This package offers hirers the ability to hire out Level 2 in its entirety, which includes:

- L2.1 Rehearsal Studio;
- L2.2 Rehearsal Studio;
- L2 Wardrobe

This package caters to commercial theatre companies or organisations looking to host cultural seminars and workshops.

Category	Block	Day	Week	Month
Artist Pass	211	522	2,295	7,735
Artist Pass For Organisation	320	797	3,909	14,110
General Access	590	1,629	8,280	28,220

Film

This package offers hirers the option to hire the L6.9 Screening Room in conjunction with hiring one L6 Post-Production Studio; either:

- L6.2 Post-Production Suite; or
- L6.3 Post-Production Suite; or
- L6.4 Post-Production Suite; or
- L6.7 Post-Production Suite

Category	Block	Day	Week
Artist Pass	122	297	1350
Artist Pass For Organisation	185	455	2,210
General Access	342	936	4,770

Recording Package 1

This package offers hirers the option to hire the Control Room in conjunction with one Recording Studio, either:

- L5.2 Recording Studio; or
- L5.4 Recording Studio; or
- L5.5 Recording Studio

Category	Block	Day	Week
Artist Pass	144	360	1,710
Artist Pass For Organisation	225	585	2,890
General Access	432	1,188	5,780

Recording Package 2

This package offers hirers the option to hire the Control Room and two Recording Studios, allowing for individual sounds to be isolated:

- L5.2 Recording Studio; and/or
- L5.4 Recording Studio; and/or
- L5.5 Recording Studio

Category	Block	Day	Week
Artist Pass	216	540	2,423
Artist Pass For Organisation	338	878	4,590
General Access	648	1,782	8,670

Additional fees

Access Fobs

Access to venue hire at the City of Sydney Creative Studios is via an access FOB.

A \$35.00 deposit charged for additional FOBs, and \$25.00 refunded on return.

Booking Fees

A booking fee of 2.5% per booking transaction will be charged for all casual hire.

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Glossary

BASIX – Building sustainability index, is a NSW government planning measure to reduce household electricity and water use by setting minimum sustainability targets for new and renovated homes.

B-Corp – B Corporation (also B Lab or B Corp) is a private certification of for-profit companies of their social and environmental performance. Companies are required to seek re-certification every three years to retain B Corporation status.

C40 Cities – A network of the world's megacities committed to addressing climate change.

Canopy cover – The proportion of land area occupied by the tree's crown or canopy, or combined canopies, when visualised from directly above. It is often expressed as a percentage of the total area covered.

CALD – Culturally and linguistically diverse peoples referencing the many Australian communities that originally came from different countries and therefore have cultures and languages that are different to those of Australians born here generation after generation.

CBD – Central Business District. The Sydney Central Business District is the historical and main commercial centre of Sydney. Geographically, its north-south axis runs from Circular Quay in the north to Central railway station in the south. Its east-west axis runs from a chain of parkland that includes Hyde Park, The Domain, Royal Botanic Gardens and Farm Cove on Sydney Harbour in the east, to Darling Harbour and the Western Distributor in the west.

CCAP – Climate Change Action Plan – City is a web-based software application owned by Kinesis designed to aggregate, analyse and report disparate urban data to measure, track, report and manage energy use and sustainability performance.

CDP – CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts.

CWI – Community Wellbeing Indicators developed in partnership with the Institute for Sustainable Futures at the University of Technology, Sydney and the McCaughey Research Centre from the University of Melbourne which provide a critical evidence-base on changing trends and issues affecting the community over time that can inform policy development and service provision investment planning.

DA – Development application for land use.

DCJ – Department of Communities and Justice supports vulnerable people and families to participate in social and economic life and build stronger communities.

DCP – Development control plan, providing detailed planning and design guidelines to support the planning controls in the local environmental plans.

DPE – Department of Planning and Environment provide services in urban and regional planning, natural resources, industry, environment, Aboriginal and social housing, and regional New South Wales. Previously known as **DPIE** – Department of Planning, Industry and Environment.

Environmental Management System (EMS) – Is a structured system designed to help manage environmental impacts and improve the environmental performance of the City's operations.

EPA – NSW Environment Protection Authority is the primary environmental regulator for New South Wales. Its purpose is to improve environmental performance and waste management for NSW.

ERP – The estimated residential population is the official measure of Australia's population based on the concept of usual residence, developed by the Australian Bureau of Statistics for use in between each Census.

EEO – Equal employment opportunity.

Greenhouse gas emissions – Gases that trap heat in the atmosphere. Greenhouse gases from human activities are the most significant driver of observed climate change since the mid-20th century.

HART – Homelessness Assertive Outreach Response Team is a partnership between NSW Department of Communities and Justice and City of Sydney who collaborate with specialist health, homelessness, and other non-government services to provide services for people sleeping rough.

ICAC – The Independent Commission Against Corruption in an independent organisation to protect the public interest, prevent breaches of public trust and guide the conduct of public officials in the NSW public sector.

IPART – Independent Pricing and Regulatory Tribunal. Is the independent regulator that determines the maximum prices that can be charged for certain retail energy, water and transport services in New South Wales and also reviews certain matters relating to local government, including the annual rate peg.

LED – Light-emitting diode, a type of lightbulb.

LEP – Local environment plans which are planning instruments that apply to the local area.

LGA – Local government area. The Sydney LGA is made up of 33 suburbs wholly or partly contained within our Local Government Area boundary. They are Alexandria, Annandale, Barangaroo, Beaconsfield, Camperdown, Centennial Park, Chippendale, Darlinghurst, Darlington, Dawes Point, Elizabeth Bay, Erskineville, Eveleigh, Forest Lodge, Glebe, Haymarket, Millers Point, Moore Park, Newtown, Paddington, Potts Point, Pyrmont, Redfern, Rosebery, Rushcutters Bay, St Peters, Surry Hills, Sydney, The Rocks, Ultimo, Waterloo, Woolloomooloo and Zetland.

LGN – Liveable green network. The liveable green network aims to create a pedestrian and cycling network that connects people with the city and village centres as well as major transport and entertainment hubs, cultural precincts, parks and open spaces.

LGBTIQA+ – Evolving acronym to signify lesbian, gay, bisexual, transgender, intersex, queer/questioning and asexual people collectively.

Local area – Refers to the City of Sydney local government area (LGA). May also be referred to as the 'City of Sydney local area', 'our local area' or 'the local area'.

NABERS – National Australian Built Environment Rating System is a national rating system that measures the environmental performance (energy efficiency, water usage, waste management and indoor environment quality) of Australian buildings and tenancies and their impact on the environment.

Net zero emissions – Balancing the amount of carbon released with an equivalent amount offset by purchasing carbon credits to make up the difference.

Non-potable water – Water that is not of a quality for drinking and cooking purposes, used for purposes such as laundry, gardening, car washing and cooling towers.

Potable water – Treated water that is safe enough for consumption, use in kitchens and bathrooms. Water that is of drinking water quality for use in bathrooms, kitchens and for consumption.

PPE – Personal protective equipment or clothing used and/or worn to provide personal health and safety.

Recycled water – Former wastewater (sewage) is treated to remove solids and impurities and used for non-potable water needs, rather than discharged into waterways.

RMS – Roads and Maritime Services is an operating agency within TfNSW responsible for setting the strategic direction and guiding an extended network of public and private service delivery agencies to provide improved transport outcomes.

Renewable energy – Energy from resources which are naturally replenished on a human timescale, such as sunlight, wind, rain, tides, waves, and geothermal heat.

Resilience – The capacity to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks are experienced.

RMS – Roads and Maritime Services is an operating agency within TfNSW responsible for setting the strategic direction and guiding an extended network of public and private service delivery agencies to provide improved transport outcomes.

SEPP – State Environmental Planning Policies which apply across the state.

Sustainability Management and Reporting Tool (SMART) – The utilities tool used to record and report the Council's utility consumption for its buildings, parks, civic-spaces and street lighting.

SRAP – Stretch Reconciliation Action Plan. First adopted by the City in 2020 and refreshed in 2025, this reconciliation action plan outlines our vision and action we will take for reconciliation that values the living cultures of Aboriginal and Torres Strait Islander people, embraces the truthful reflection of the history and experiences of First Nations peoples, and is dedicated to equity, opportunity and respect for Aboriginal and Torres Strait Islander communities.

SSROC – South Sydney Regional Organisation of Councils is an association of 11 councils spanning Sydney's southern, eastern, central and inner west suburbs which provides a forum through which member councils can interact, exchange ideas and work collaboratively to solve regional issues and contribute to the future sustainability of the region.

TfNSW – Transport for NSW is responsible for improving the customer experience, planning, program administration, policy, regulation, procuring transport services, infrastructure and freight.

Water sensitive urban design (WSUD) – A design approach which integrates the urban water cycle into urban design to reduce environmental degradation and improve aesthetic appeal.



Attachment G

Resourcing Strategy 2025



Resourcing Strategy 2025

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

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Introduction

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

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

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

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

Our resourcing strategy

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

This resourcing strategy should be read in conjunction with the City's 4-year delivery program and our annual operational plan.

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

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

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

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

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

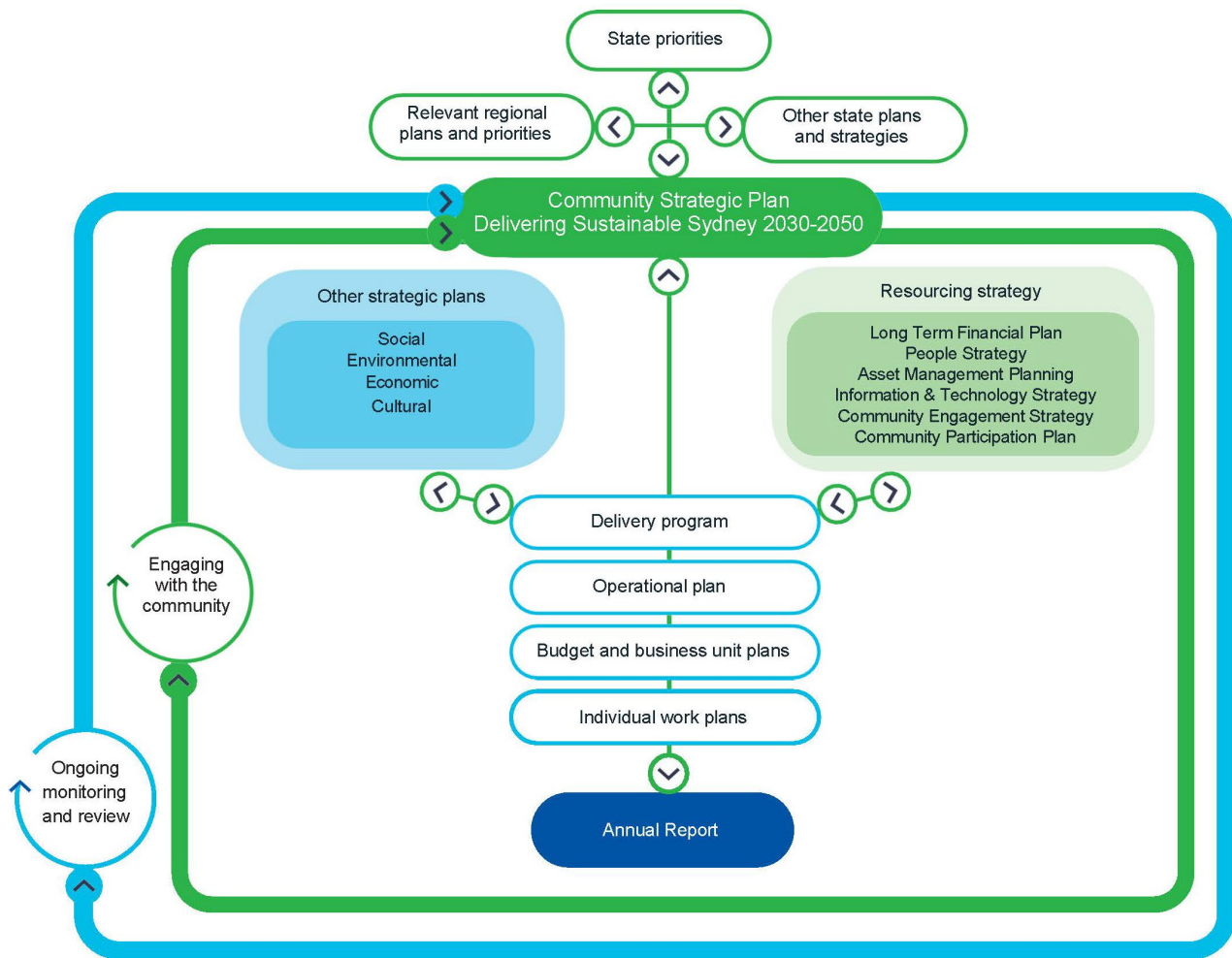


Figure 1. Integrated planning and reporting framework diagram, adapted from Office of Local Government

How the documents relate

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

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

Our community strategic plan was developed with, and on behalf of, the communities we serve. It identifies the communities' main priorities and aspirations and guides all our other strategies and plans which help us to achieve these. The community strategic plan is structured around 10 strategic directions. We update this plan every 4 years to adapt to changing circumstances and community aspirations.

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

The City's Delivery Program 2025-2029 (the delivery program) acts as the link between the long term community strategic plan and the annual operational plan and it identifies the actions we will take over the next 4 years that support the community strategic plan outcomes. The delivery program structure reflects the community strategic plan with activities aligned with the 10 strategic directions.

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

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

outcomes under each strategic direction in the community strategic plan.

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

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

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



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

The resourcing strategy

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

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

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

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

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

Long term financial plan (LTFP)

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

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

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

Asset management planning

The second part of the resourcing strategy deals with asset management planning, in particular the Council's asset management strategy, policy, and community asset management plans.

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

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

The City is responsible for infrastructure assets including land. The community asset management plan includes details of condition assessment, financial information, and maintenance and operation costs for specific assets categories.

People strategy (PS)

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

The strategy has 3 core objectives:

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

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

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

Information and technology strategy (ITS)

The information and technology strategy 2025-2029 sets the information and technology direction and priorities to meet our community strategic plan outcomes, community needs and government information and data policies. The plan guides information and technology related decision making, priorities and investment.

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

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

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

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

The City of Sydney's community participation plan is included in the community engagement strategy document to make it easier for community members to understand. However, it can read as a stand-alone plan that responds to the requirements of the NSW *Environmental Planning and Assessment Act 1979*.

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



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

Common challenges in the resourcing strategy

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

Some of the major challenges include:

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

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

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

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

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

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



Long Term Financial Plan 2025/26 to 2034/35

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

CITY OF SYDNEY 

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

Introduction

Background

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

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

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

community strategic plan, delivery program and annual operational plan, and be assured that these plans are financially achievable and sustainable.

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

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



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



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

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

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

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

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

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

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

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

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

Current Financial State and Key Risks

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

Economic Context

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

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

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

Financial Sustainability

The City supports the definition of financial sustainability set out in the TCorp report *Financial Sustainability of the New South Wales Local Government Sector* and reiterated in the Independent Pricing and Review Tribunal (IPART) methodology that:

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

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

1. The Community Strategic Plan, Delivering Sustainable Sydney 2030-2050 will continue to guide City of Sydney action, with annual reviews of progress and priorities as part of our annual integrated planning and reporting process.
2. Diverse and innovative public engagement processes will help us understand the needs and expectations of our residents, businesses, workers, students and visitors.
3. Effective internal governance arrangements will help deliver current and new projects and programs to meet the needs and outcomes agreed with our communities.
4. Agreed targets and outcomes incorporated into the City's annual planning and budgeting processes.

5. Long-term financial planning will manage operating costs to deliver operating surpluses to fund infrastructure and facilities.
6. A People Strategy to foster a “People First” culture, adapt our ways of working, and strengthen our value proposition and recruitment experience.
7. Infrastructure and asset maintenance monitored on a targeted basis to maximise renewal levels without over-servicing.
8. Policies and procedures regularly reviewed to improve the City’s approach and respond to emerging needs and community expectations.
9. Develop sustained collaboration, partnerships and new ways to involve and empower communities to achieve Sustainable Sydney 2030-2050 Continuing the Vision.
10. Regular assessment of funding projections to determine appropriateness of debt to meet the need for future infrastructure.

The City continues to progress the formal transfer of certain land parcels controlled by the NSW Department of Planning, Housing and Infrastructure. Further parcels of land currently under the control of Property and Development NSW are the subject of ongoing discussions regarding future transfer to the City.

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

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



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

Economic Factors

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

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

Other economic assumptions in the plan

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

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

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

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

- increased levels of service expected by the community and other stakeholders
- new services expected to be delivered by local government and potential government cost-shifting
- additional asset maintenance costs (new parks, roads, cycleways, facilities etc)

limited competitive supply for some specific service areas.

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

Current Financial Position – City of Sydney

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

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

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

Figure 1: Balance sheet summary

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

Financial Principles and Assumptions

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

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

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

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

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

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

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

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

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

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

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

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

Assumptions

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

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

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

Significant adjustments include:

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

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

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

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

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

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



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

Accelerating Town Hall Square

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

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

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

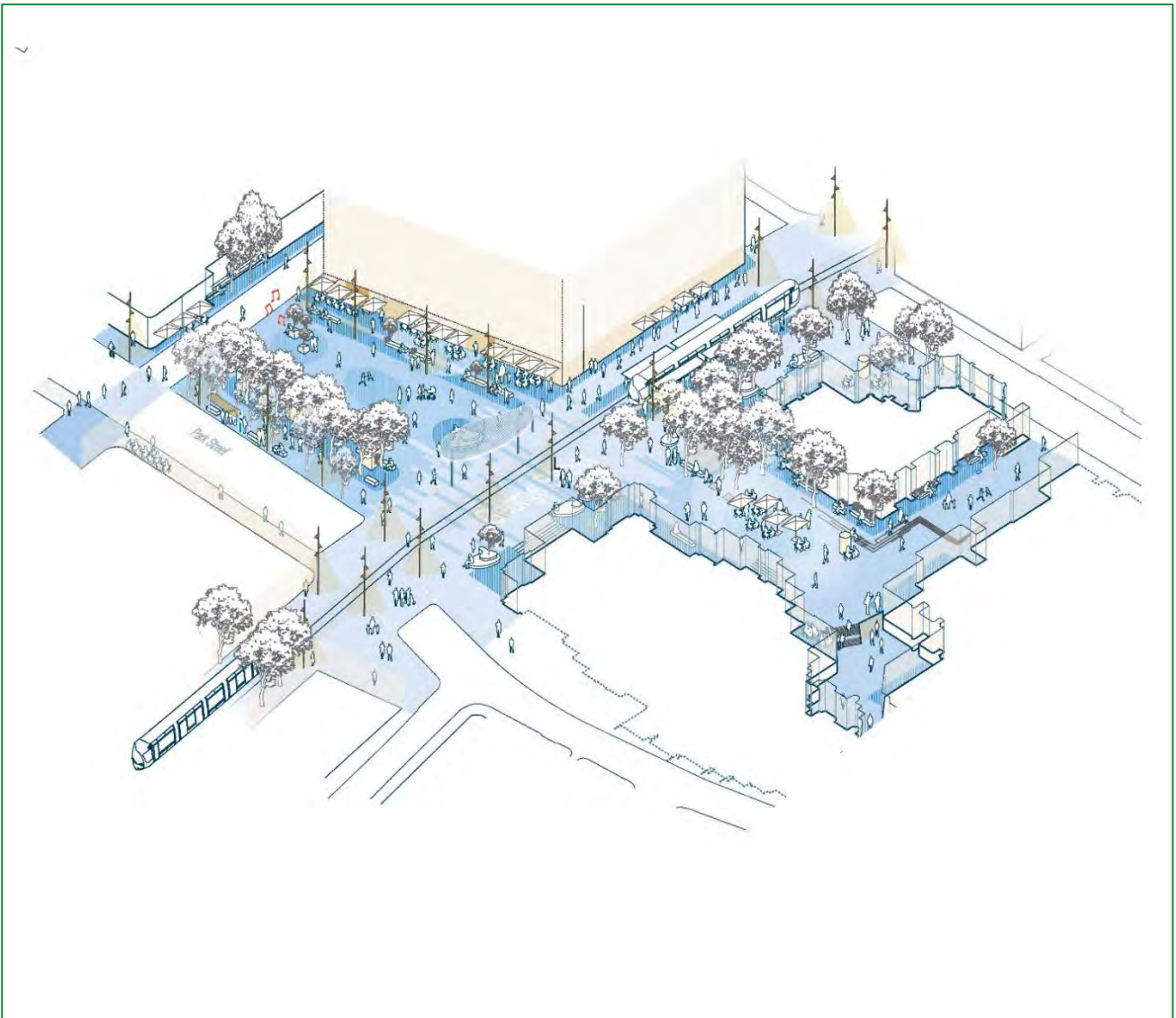


Image 5: Town Hall Square Concept by Jan Gehl

Financial Forecasts – Continuing Operations

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

Income from continuing operations

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

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

Rates and Annual Charges

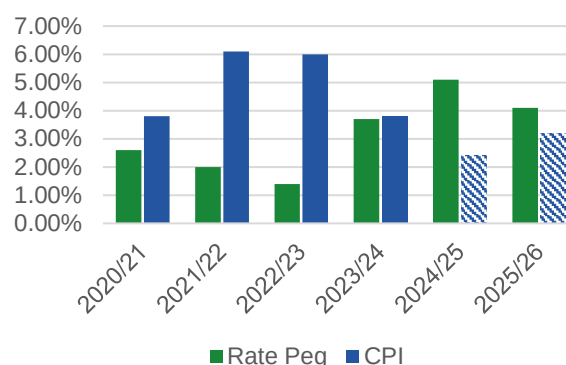
Rates and Annual Charges are the City's primary source of annual income, contributing over half of total operating income.

The rates peg is the annual allowable increase to a Council's general income in a given financial year, which is dictated by IPART.

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

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

Figure 2: CPI and Rates Peg



The City maintains three rating categories:

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

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

The City's annual rates income represents 42.2% of Income from Continuing Operations (as reflected in the attached schedules of this plan for the 2025/26 year). CBD business rates represent approximately 21.8%, other business rates 8.8% and residential rates 11.6%, of total income from continuing operations. The City's property distribution is not conducive to achieving an equitable unimproved land value-based tax, with 76% of residents on minimum rates, reflecting Sydney's high density living.

However, these minimum rates do not produce a rate levy that reflects an individual owner's capacity to contribute to the cost of Local Government operations, nor their likely consumption of City services.



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

The State Government constrains the growth of annual rate income for all councils by setting a general maximum rate increase. This 'rate cap', also referred to as the 'rate peg' is determined by the Independent Pricing and Regulatory Tribunal (IPART), as delegated by the Minister for Local Government.

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

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

The City is looking closely at its rating path and the best way to equitably align its rating structure to service this growth. The City will continue to explore options that will improve the fair and equitable distribution of the rates burden for all our ratepayers.

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

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

Pensioner Rates & Charges Exemptions

The City continues to provide 100% rebate of rates and annual charges for eligible pensioners within its local government area. This scheme provides an additional rebate on top of a mandatory rebate for eligible pensioners and in total, the scheme currently costs approximately \$4.3M per year.



Image 7: Waste and Recycling. Photo by Katherine Griffiths / City of Sydney.

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

Domestic Waste Management Charges

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

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

Stormwater Charges

The legislation also provides the City with the ability to collect a further \$2.1M each year to improve its stormwater networks. The charges remain at \$25 per residential property, \$12.50 per residential strata unit, and a pro rata rate of \$25 for every 350m² or part thereof for business properties. The funds raised from this charge are quarantined to improve the quality and quantity management of the City's stormwater network, over and above the existing works that are currently undertaken. The City plans to expend significant sums towards these important infrastructure improvements in the coming ten years, and this contribution has assisted with the preliminary planning of network enhancements, and in the future will contribute to the delivery of works identified within the Stormwater Management Plan.

User Charges and Fees

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

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

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

the cost of providing the service

whether the goods or service are provided on a commercial basis

the capacity of the user to pay

the impact of the activity on public amenity

competitive market prices

prices dictated by legislation; and

factors specified within relevant local government regulations, as applicable.

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

Parking Income

Parking income is derived from the City's network of parking meters and two car parking stations located in Goulburn Street in the Central Business District, and in Kings Cross. Total parking income makes up around 6.9% of the Income from Continuing Operations for the City in 2025/26.

Other Revenues

Commercial property income

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

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

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

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

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

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



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

Enforcement income

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

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

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

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

Increase of salaries and wages, or other costs associated with the service

Improved compliance levels

Grants and Contributions Provided for Operating Purposes

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

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

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

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

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

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

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

Interest and Investment Income

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

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

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

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

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

Grants and Contributions Provided for Capital Purposes

Developer Contributions

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

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

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

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

The predecessor plan for Central Sydney, made under Section 61 of the *City of Sydney Act (1988)* allowed for contributions amounting to 1% of the total development cost, to be levied by Council on building projects over \$200,000.

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

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

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

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



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

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

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

The use of Voluntary Planning Agreements and, in the case of Green Square, the Floorspace Bonus Scheme and Developer Rights Scheme will also continue to deliver significant public benefits where the City is able to negotiate positive outcomes with developers. Agreements with developers to provide works-

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

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

Alternative Heritage Floorspace Scheme

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

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

Capital Grants

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

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

grants, the income and budgeted capital expenditure are matched within the plan.

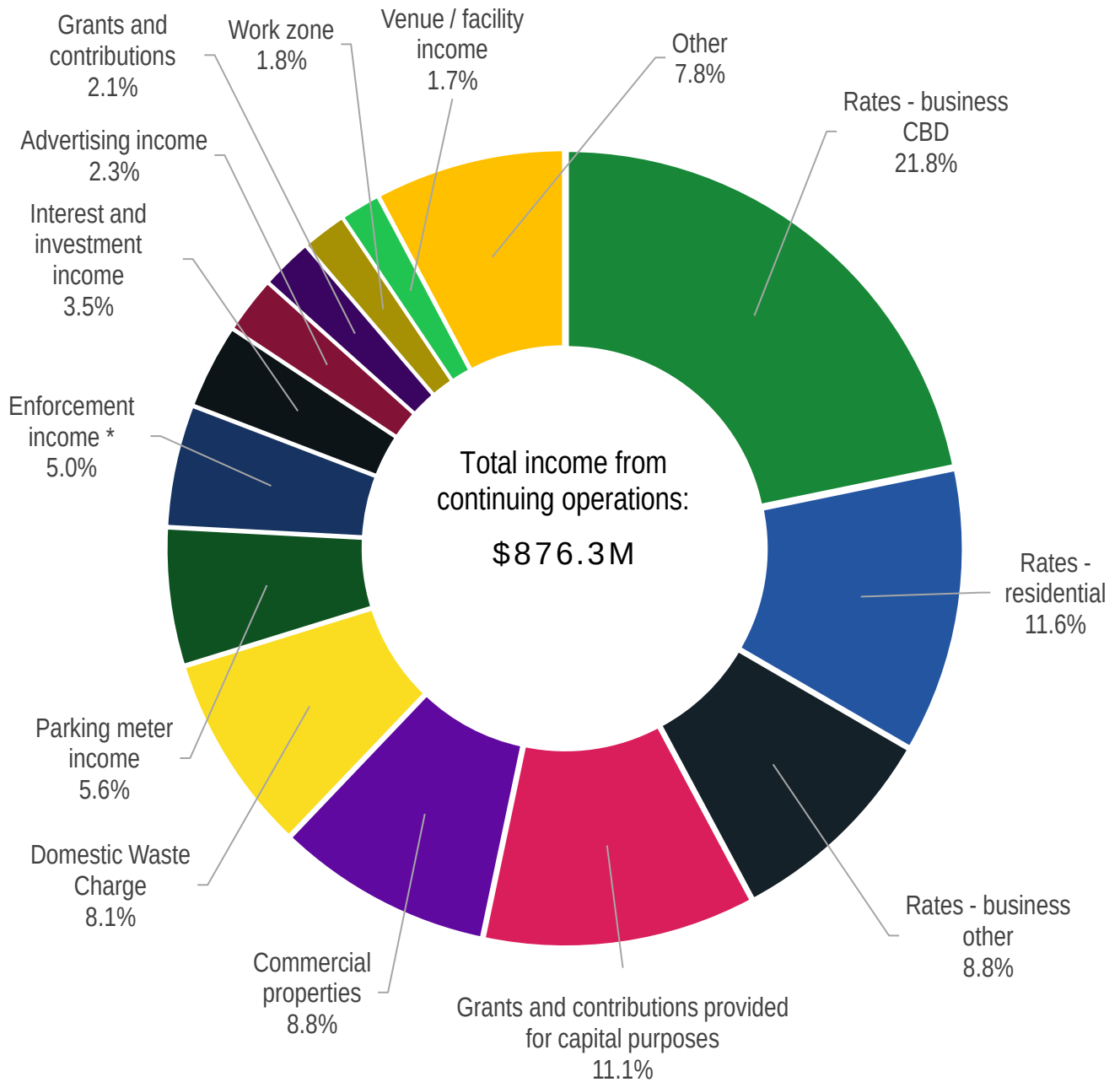
An allowance has been made for anticipated grants from NSW Government towards the construction of new cycleways, consistent with the NSW Government's City Access Strategy. This is further detailed in the *Financial Forecasts – Capital and Assets* section of this Plan.



Image 10: Perry Park, Alexandria, Photo by Matt Lambley / City of Sydney.

Total Income Summary 2025/26

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



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

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

Expenses from continuing operations

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

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

Employee benefits and on-costs

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

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

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

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

Materials and Services

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

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

The City has significant infrastructure and facilities that need to be maintained to a quality standard, that provide a broad and diverse range of services for its community. Expectations for increasing levels of service and new community facilities and assets will lead to future cost pressures.

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



Image 11: The Drying Green Park in Green Square
Photo by Jessica Lindsay / City of Sydney.



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

Other Expenses

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

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

As noted in the Commercial Property Income section above, the plan accounts for tenancies under the City’s Accommodation Grants Program (AGP) as gross income and gross (in-kind) grant expense, reflecting the value of rental abatement provided to tenants under the program.

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

Local Government Elections

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

State Government Levies

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

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

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

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

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

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

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

Parking Enforcement Costs

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

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

Asset and Infrastructure Maintenance

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

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

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

Depreciation, amortisation and impairment

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

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

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

Valuation and depreciation methodologies are regularly reviewed, as part of cyclical asset revaluations and in the interim, as improved asset data becomes available. Updated asset condition data is incorporated into depreciation

calculations, with the aim of better aligning asset depreciation with consumption of economic benefit as closely as practical, using available information.

However, depreciation – a notional calculation of asset consumption over its useful life – is not a measure of the required renewal expenditure on an asset in any given year. It does not inherently reflect the actual physical degradation of the asset condition. Depreciation is therefore merely a guide towards the funds that should be allocated towards the renewal of assets either on an annual basis or in the provision of internal reserves to be used for major renewal projects.

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

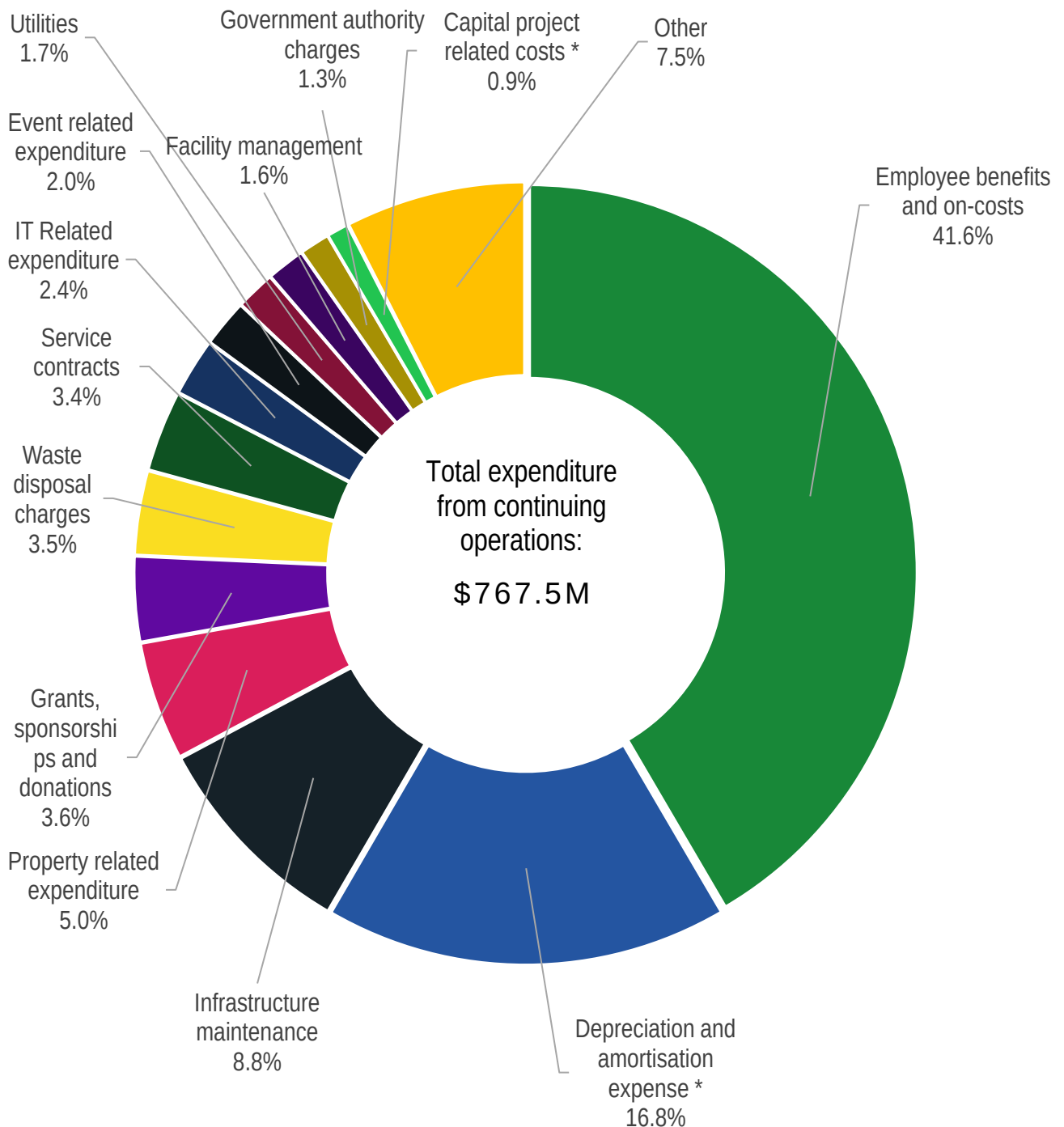
This LTFP assumes a continuation of present-day depreciation methodology and accordingly increases in depreciation expense have been modelled in line with anticipated project completion dates.



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

Total Expenditure Summary 2025/26

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



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

Financial Forecasts – Capital and Assets

Capital Works Expenditure

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

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

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

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

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

Asset and Infrastructure Renewal and Upgrade

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

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

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

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

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

Capital Works Program

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

Asset Enhancement Projects

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

Bicycle Related Works

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

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

Open Space, Parks and Trees

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

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



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

Properties – Community, Cultural and Recreational

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

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

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

Properties – Investment and Operational

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

Public Art

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

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

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

Public Domain

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

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

The public domain category of works includes:

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

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

boulevard between Hunter Street and Rawson Place.

It includes:

- 4,672m² of new pedestrian space
- wider footpaths by restricting through traffic
- up to 30 new trees
- new street furniture

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

Stormwater Drainage

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

Asset Renewal – Rolling Programs

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

Open Space, Parks & Trees

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



Image 15: Hyde Park Flower Beds Ibis, photo by Chris Southwood / City of Sydney

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

Infrastructure – Roads, Bridges & Footways

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

Properties Assets

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

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

Public Art

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

Public Domain

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

The public domain category of works includes:

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

Stormwater Drainage

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

Prioritisation of Projects

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

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

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

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

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

Timing

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

Capacity

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

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

Future Capital Works Program

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

Plant and Assets (including Technology and Digital Services Projects)

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

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

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

Property Strategy – Acquisition and Divestments

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

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

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

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



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

Cash (Funding) Forecasts

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

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

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

Cash Restrictions

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

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

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

External Restrictions:

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

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

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

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

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

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

Internal Restrictions:

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

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

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

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

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

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

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

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

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

Community Facilities – Cash proceeds from the divestment of properties that no longer fulfil community needs may be set aside for the future acquisition or development of property to improved community spaces or replacement facilities that meet future community needs.

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

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

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



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

Financial Performance Targets

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

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

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

Key Performance Measures

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

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

Sustainability

Operating Performance Ratio

(Benchmark: greater than 0%)

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

Projected Performance:

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

Own Source Revenue Ratio

(Benchmark: greater than 60%)

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

Projected Performance:

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

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

Building and Infrastructure Asset Renewal Ratio*

(Benchmark: greater than 100%)

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

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

Projected Performance:

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

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

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

Infrastructure and Service Management

Infrastructure Backlog Ratio

(Benchmark: less than 2%)

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

Projected Performance:

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

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

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

Asset Maintenance Ratio

(Benchmark: greater than 100%)

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

Projected Performance:

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

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

Debt Service Ratio

(Benchmark: greater than 0, less than 0.2)

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

Projected Performance:

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

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

Whilst the benchmark for this ratio requires a council to utilise at least some debt, the City's history of sound, prudent financial management has resulted in the accumulation of cash reserves and underlying operating surpluses. This LTFP details the effective utilisation of these funds, facilitating the delivery of the ten-year capital program without the utilisation of borrowings.

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

Efficiency

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

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

Projected Performance:

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

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

Other Key Performance Indicators

Operating Surplus

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

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

Cash Reserves

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

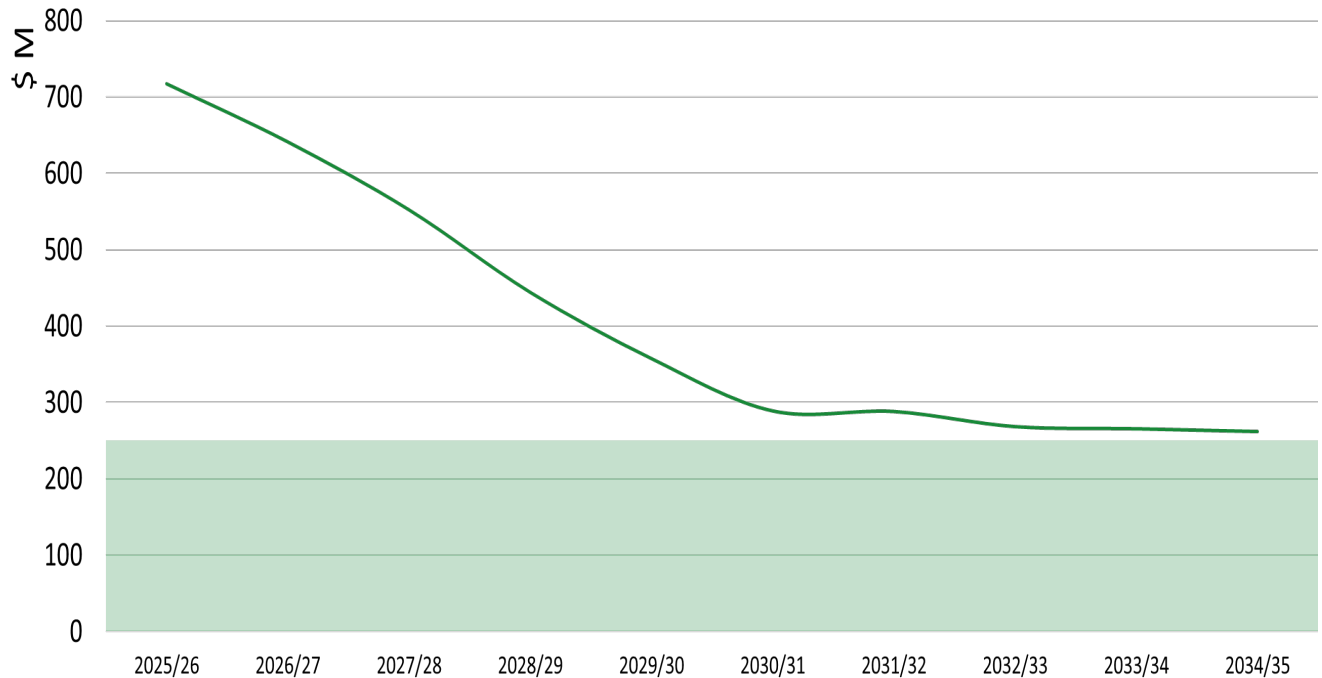
Figure 5 below illustrates the City's cash and investment balances as forecast over the next ten-year period. Read in conjunction with the projected unrestricted current ratio, sustainable liquidity levels are maintained over the period of the LTFP, allowing the City to meet its obligations and deliver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

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

Supplementary Performance Indicators

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

Figure 5: Projected cash and investment balances



Unrestricted Current Ratio (Liquidity)*(Benchmark 1 – 1.5 or higher)*

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

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

Projected Performance:

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

Capital Expenditure Ratio*(Benchmark > 1.1)*

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

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

Projected Performance:

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

Cash Expense Cover Ratio*(Benchmark > 3 months)*

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

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

Debt Service Coverage Ratio

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

Interest Cover Ratio

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

Rates and Charges Outstanding Percentage

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

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

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

Long Term Financial Schedules and Scenario Modelling

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

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

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

1. Reduced income from developer contributions resulting from uncertainty of future development cycles and the ownership of income flows.

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

By main income and expenditure type

By the City’s organisational structure; and

Distributed by the City’s principal activities.

Income and Expenditure (Income Statement)

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

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

Capital Works

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

The proposed 10-year Capital Works program includes a total of \$2,257.8M comprising Asset Enhancement programs of \$884.3M, Asset Renewal programs of \$1,365.6M. There is also a Capital Contingency sum of \$8.0M in 2025/26.

Scenario Modelling

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

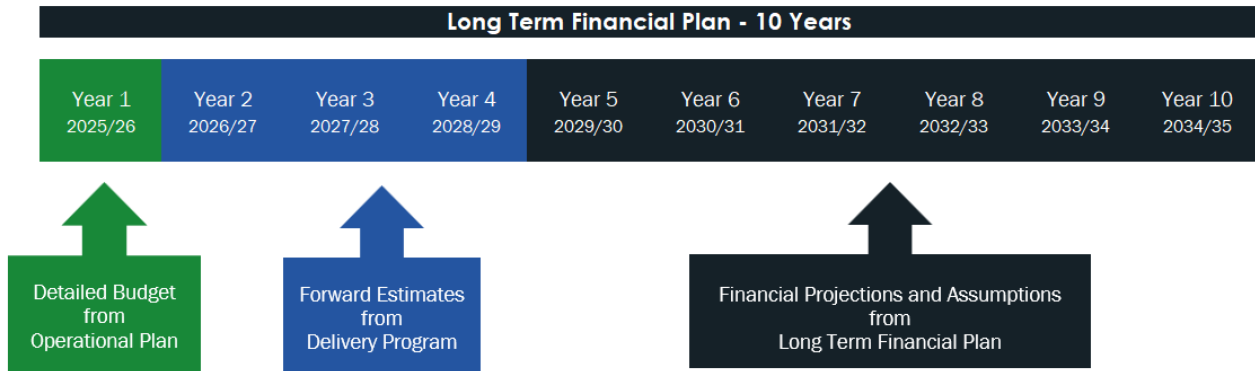
1. Impact on operating expenditure of inflation lasting longer than anticipated over the short term (1% higher than the base case), returning to normalised inflation assumptions from 2027/28

Balance Sheet (Statement of Financial Position)

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

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

Figure 6: Ten-year timeframe



Cash Flow Forecast

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

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

Office of Local Government Performance Measures

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

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

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City of Sydney

Income Statement

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

Budgeted Income Statement

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

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

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

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

City of Sydney

Detailed Income and Expenditure

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

City of Sydney

Detailed Income and Expenditure

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

City of Sydney

Detailed Income and Expenditure

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

City of Sydney

Operating Budget

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

	2025/26			Op Surplus / (Deficit)	2026/27	2027/28	2028/29	4 Year Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total
	\$M	Income	Expenditure												
				Operating Surplus / (Deficit)			Op Surplus / (Deficit)	Operating Surplus / (Deficit)						Op Surplus / (Deficit)	
Chief Executive Office		0.0	11.5	(11.5)	(11.9)	(12.3)	(12.7)	(48.4)	(13.0)	(13.4)	(13.8)	(14.3)	(14.7)	(15.1)	(132.8)
Office of the Lord Mayor		0.0	4.6	(4.6)	(4.8)	(4.9)	(5.1)	(19.4)	(5.2)	(5.4)	(5.5)	(5.7)	(5.9)	(6.1)	(53.2)
Secretariat		0.0	2.0	(2.0)	(2.1)	(2.1)	(2.2)	(8.4)	(2.3)	(2.3)	(2.4)	(2.5)	(2.5)	(2.6)	(23.0)
Councillor Support		0.0	3.1	(3.1)	(3.2)	(3.3)	(3.4)	(13.0)	(3.5)	(3.6)	(3.7)	(3.8)	(3.9)	(4.1)	(35.7)
Chief Executive Office		0.0	1.8	(1.8)	(1.9)	(1.9)	(2.0)	(7.6)	(2.1)	(2.1)	(2.2)	(2.2)	(2.3)	(2.4)	(21.0)
Legal & Governance		0.0	14.0	(14.0)	(14.5)	(15.0)	(17.3)	(60.9)	(16.2)	(16.8)	(17.4)	(19.8)	(18.7)	(19.4)	(169.0)
Risk Management & Governance		0.0	5.3	(5.3)	(5.5)	(5.8)	(6.1)	(22.7)	(6.4)	(6.7)	(7.0)	(7.3)	(7.7)	(8.0)	(65.7)
Legal Services		0.0	7.8	(7.8)	(8.1)	(8.3)	(8.5)	(32.7)	(8.8)	(9.1)	(9.3)	(9.6)	(9.9)	(10.2)	(89.6)
Internal Audit		0.0	0.9	(0.9)	(0.9)	(0.9)	(1.0)	(3.7)	(1.0)	(1.0)	(1.1)	(1.1)	(1.1)	(1.2)	(10.1)
Council Elections		0.0	0.0	(0.0)	(0.0)	(0.0)	(1.8)	(1.8)	(0.0)	(0.0)	(0.0)	(1.8)	(0.0)	(0.0)	(3.6)
Chief Operations Office		92.0	88.4	3.7	2.6	(9.9)	(10.6)	(14.3)	(11.8)	(13.0)	(12.5)	(11.0)	(11.1)	(11.6)	(85.3)
Chief Operations Office		0.0	0.8	(0.8)	(0.8)	(0.9)	(0.9)	(3.4)	(0.9)	(1.0)	(1.0)	(1.0)	(1.0)	(1.1)	(9.4)
City Property		91.9	67.7	24.2	23.4	11.5	11.4	70.5	10.8	10.2	11.4	13.6	14.1	14.4	145.2
Development & Strategy		0.0	2.7	(2.7)	(2.8)	(2.9)	(3.0)	(11.3)	(3.0)	(3.1)	(3.2)	(3.3)	(3.4)	(3.5)	(31.0)
Professional Services		0.0	4.5	(4.5)	(4.7)	(4.8)	(4.9)	(18.9)	(5.0)	(5.1)	(5.2)	(5.4)	(5.5)	(5.6)	(50.8)
City Design		0.0	6.2	(6.2)	(6.4)	(6.6)	(6.8)	(26.1)	(7.0)	(7.2)	(7.4)	(7.7)	(7.9)	(8.1)	(71.4)
City Projects		0.0	1.1	(1.1)	(1.2)	(1.2)	(1.2)	(4.7)	(1.2)	(1.3)	(1.3)	(1.3)	(1.4)	(1.4)	(12.6)
Green Square		0.0	0.6	(0.6)	(0.6)	(0.7)	(0.7)	(2.6)	(0.7)	(0.7)	(0.7)	(0.8)	(0.8)	(0.8)	(7.1)
City Access & Transport		0.1	4.2	(4.2)	(3.9)	(4.0)	(4.1)	(16.1)	(4.2)	(4.3)	(4.5)	(4.6)	(4.7)	(4.9)	(43.3)
Project Management Office		0.0	0.4	(0.4)	(0.4)	(0.4)	(0.5)	(1.8)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(4.8)
People Performance & Technology		3.5	63.1	(59.5)	(61.5)	(63.3)	(65.2)	(249.6)	(67.2)	(69.3)	(71.4)	(73.5)	(75.8)	(78.1)	(684.7)
Customer Service		3.4	8.7	(5.3)	(5.5)	(5.7)	(5.8)	(22.3)	(6.0)	(6.2)	(6.4)	(6.6)	(6.8)	(7.0)	(61.2)
People & Culture		0.0	10.2	(10.2)	(10.5)	(10.8)	(11.2)	(42.7)	(11.5)	(11.8)	(12.2)	(12.6)	(12.9)	(13.3)	(117.0)
Work Health & Safety		0.0	3.0	(3.0)	(3.1)	(3.2)	(3.3)	(12.7)	(3.4)	(3.5)	(3.6)	(3.7)	(3.9)	(4.0)	(34.9)
People Performance & Technology		0.0	1.2	(1.2)	(1.3)	(1.3)	(1.4)	(5.2)	(1.4)	(1.4)	(1.5)	(1.5)	(1.6)	(1.6)	(14.3)
Business & Service Improvement		0.0	1.5	(1.5)	(1.5)	(1.5)	(1.6)	(6.1)	(1.6)	(1.7)	(1.7)	(1.8)	(1.9)	(1.9)	(16.8)
Data & Information Management Services		0.0	10.2	(10.2)	(10.5)	(10.8)	(11.1)	(42.6)	(11.5)	(11.8)	(12.2)	(12.5)	(12.9)	(13.3)	(116.9)
Technology & Digital Services		0.1	28.3	(28.2)	(29.1)	(29.9)	(30.8)	(118.0)	(31.8)	(32.7)	(33.7)	(34.8)	(35.8)	(36.9)	(323.7)
City Life		25.8	113.6	(87.8)	(95.3)	(90.6)	(92.5)	(366.2)	(94.7)	(96.6)	(98.0)	(100.5)	(100.0)	(102.7)	(958.6)
Creative City		1.1	38.3	(37.2)	(38.4)	(39.4)	(39.5)	(154.5)	(40.7)	(42.0)	(43.2)	(44.5)	(45.9)	(47.3)	(418.1)
Grants & Sponsorship		0.1	27.0	(26.9)	(32.6)	(26.4)	(27.8)	(113.8)	(28.1)	(28.0)	(27.3)	(27.6)	(25.0)	(25.3)	(275.0)
Venue Management		14.8	12.3	2.5	2.6	2.6	2.8	10.5	2.9	3.0	3.0	3.1	3.2	3.3	29.0
Social City		9.3	25.7	(16.4)	(16.8)	(17.1)	(17.5)	(67.7)	(18.0)	(18.6)	(19.1)	(19.6)	(20.2)	(20.8)	(184.1)
City Business & Safety		0.0	5.2	(5.2)	(5.3)	(5.2)	(5.2)	(21.0)	(5.4)	(5.6)	(5.7)	(5.9)	(6.1)	(6.3)	(55.9)
City Life Management		0.0	2.4	(2.4)	(2.5)	(2.6)	(2.6)	(10.1)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(3.2)	(27.8)
Sustainability Programs		0.4	2.6	(2.3)	(2.4)	(2.4)	(2.5)	(9.6)	(2.6)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(26.6)
Strategic Development & Engagement		0.8	22.4	(21.6)	(22.3)	(23.0)	(24.6)	(91.4)	(24.3)	(24.6)	(25.4)	(26.2)	(28.1)	(27.8)	(247.8)
City Communications		0.0	10.5	(10.5)	(10.8)	(11.2)	(11.4)	(43.9)	(11.7)	(12.1)	(12.5)	(12.8)	(13.2)	(13.6)	(119.8)
Strategy & Urban Analytics		0.0	4.1	(4.1)	(4.2)	(4.3)	(5.5)	(18.1)	(4.6)	(4.7)	(4.9)	(5.0)	(6.2)	(5.3)	(48.8)
Resilient Sydney		0.8	1.4	(0.6)	(0.7)	(0.7)	(0.8)	(2.8)	(0.8)	(0.5)	(0.5)	(0.6)	(0.6)	(0.6)	(6.4)

City of Sydney

Operating Budget

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

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

City of Sydney

Summary of income and expenditure by Principal Activity

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

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

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

City of Sydney
Balance Sheet

	\$'M	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
ASSETS											
Current Assets											
Cash and Investments		717.1	641.0	552.0	444.0	357.1	288.6	287.8	268.0	265.2	261.5
Receivables		69.6	70.7	70.6	70.9	71.8	72.7	73.9	75.2	76.4	77.6
Contract and Contract Cost Assets		16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7
Inventory		0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Other Assets		11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Total Current Assets		814.8	739.8	650.8	543.0	457.0	389.5	389.8	371.3	369.7	367.2
Non Current Assets											
Capital Works, Infrastructure, Investment Properties and P&A		14,823.4	14,984.1	15,165.8	15,352.1	15,521.3	15,665.4	15,751.8	15,856.3	15,956.1	16,059.7
Total Non-Current Assets		14,823.4	14,984.1	15,165.8	15,352.1	15,521.3	15,665.4	15,751.8	15,856.3	15,956.1	16,059.7
TOTAL ASSETS		15,638.3	15,723.9	15,816.6	15,895.1	15,978.3	16,054.8	16,141.6	16,227.7	16,325.8	16,426.9
LIABILITIES											
Current Liabilities											
Payables		118.6	120.8	125.7	121.2	120.7	112.0	111.4	112.4	117.2	119.6
Provisions		177.5	171.6	149.5	149.7	153.8	156.0	156.4	159.0	161.7	163.1
Total Current Liabilities		296.1	292.4	275.2	270.9	274.5	268.0	267.9	271.3	278.9	282.7
Non Current Liabilities											
Provisions		33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3
Total Non-Current Liabilities		33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3
TOTAL LIABILITIES		329.4	325.7	308.5	304.2	307.8	301.3	301.1	304.6	312.2	316.0
EQUITY											
Equity		15,308.9	15,398.3	15,508.1	15,590.8	15,670.5	15,753.6	15,840.5	15,923.1	16,013.6	16,111.0
TOTAL EQUITY		15,308.9	15,398.3	15,508.1	15,590.8	15,670.5	15,753.6	15,840.5	15,923.1	16,013.6	16,111.0

City of Sydney
Capital Works Expenditure Summary

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

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

Long Term Financial Plan 2025/26 to 2034/35

City of Sydney Capital Works Individual Projects > \$5M

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

Long Term Financial Plan 2025/26 to 2034/35

City of Sydney
Capital Works Individual Projects > \$5M

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

Long Term Financial Plan 2025/26 to 2034/35

City of Sydney
Capital Works Individual Projects > \$5M

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

City of Sydney
Cash Flow Forecast

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

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

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

City of Sydney

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

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

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

Summary of Expenditure - 2025/26

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

Notes on Commercial Activities and Revenue Policy

Statement of Business or Commercial Activities

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

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

Revenue Policy - Charges for Works Carried out on Private Land

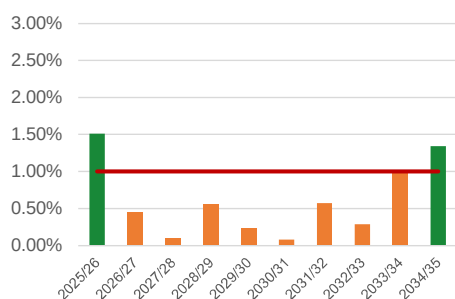
Council does not generally carry out works on private land, however if Council were required to undertake such works (e.g. the construction of a private road), then the works would be charged at the appropriate commercial rate.

City of Sydney**OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS**

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

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

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

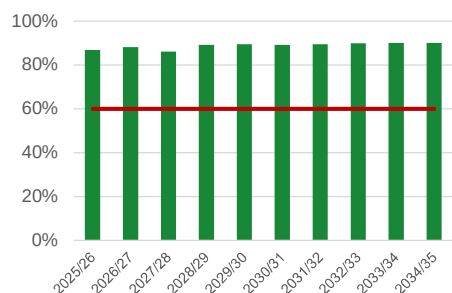
Sustainability**Operating Performance Ratio**

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

Operating Revenue (excluding Capital Grants & Contributions)

Operating Performance is projected to exceed benchmark over the life of the Long Term Financial Plan.

Higher affordable housing grant expenses are expected in the earlier years of the plan, along with operational project and transition costs that are anticipated during delivery of Town Hall Square, placing pressure on the operating performance ratio. In addition, 2028/29 and 2032/33 are election years, which has a slight unfavourable impact on the ratio result due to additional expenses incurred in running local government elections.

Own Source Revenue

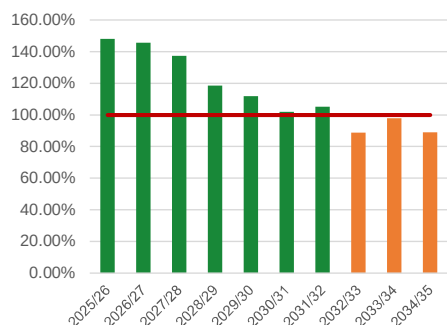
Total continuing operating revenue (excluding all grants and contributions)

Total Operating Revenue

(including all 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

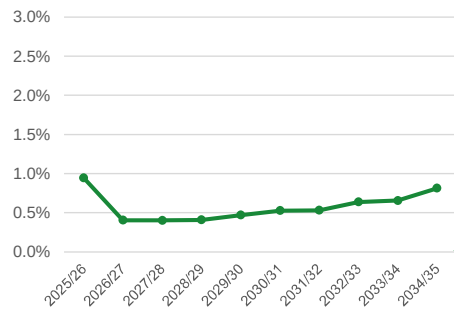
Required Renewal* of Building and Infrastructure Assets

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.

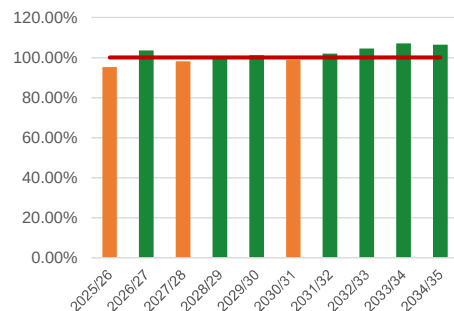
Substantial renewal works are planned for the earlier years of the plan, driven (in part) by strategic upgrade works that deliver a renewal benefit to assets. Underlying recurrent renewal programs focus on prioritising end-of-life assets for renewal and/or replacement.

City of Sydney
OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS
Infrastructure and Service Management

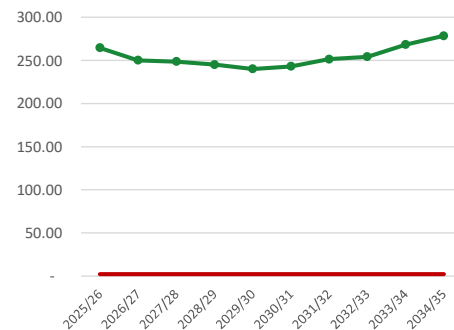
Infrastructure Backlog Ratio



Asset Maintenance Ratio

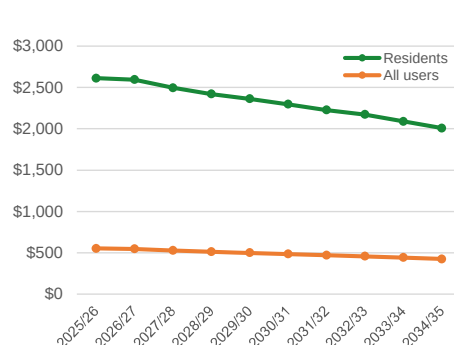


Debt Service Ratio



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. 95% or higher of required levels). The slightly lower ratio results in the earlier years of the Long Term Financial Plan are reflective of higher (capital) renewal works. Conversely, the slight increase over the life of the plan partially offsets the easing renewal activity in later years.

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

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

Operating Results before Interest and Depreciation Expense (EBITDA)

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

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

Real Operating Expenditure

Residential Population of Local Government Area

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

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

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

City of Sydney

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

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

Inflation lasting longer than anticipated impacting operating expenses

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

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

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

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

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

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

City of Sydney

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

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

Developer contributions lower than anticipated impacting total income

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

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

City of Sydney

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

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

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

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

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Asset Management Strategy 2025/26 to 2034/35

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

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

Executive Summary

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

The Asset Management Strategy enables the City to:

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

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

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

Strategy Outlook

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

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

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

Asset Management Strategy Focus Areas

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

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

Asset Management Improvement Plan

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

Introduction

Background

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

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

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

What is Asset Management?

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

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

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

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

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

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

Asset Management Strategy

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

The Asset Management Strategy enables the City to:

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

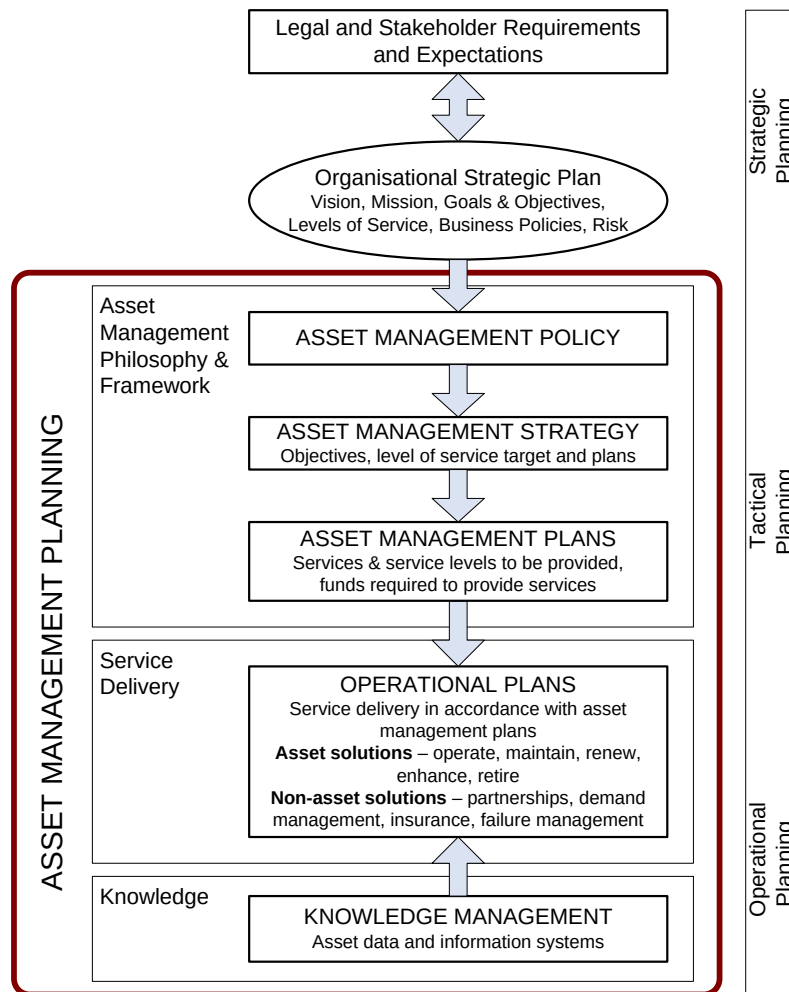
This is a dynamic document that helps guide the asset management activities and decision making of the organisation into the future. The initiatives are reviewed on a regular basis to ensure their relevance in a changing environment, and to also incorporate community feedback.

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

Asset Management Planning Process

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

Figure 1. Asset Management Planning Process



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

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

These documents are reviewed and updated periodically.

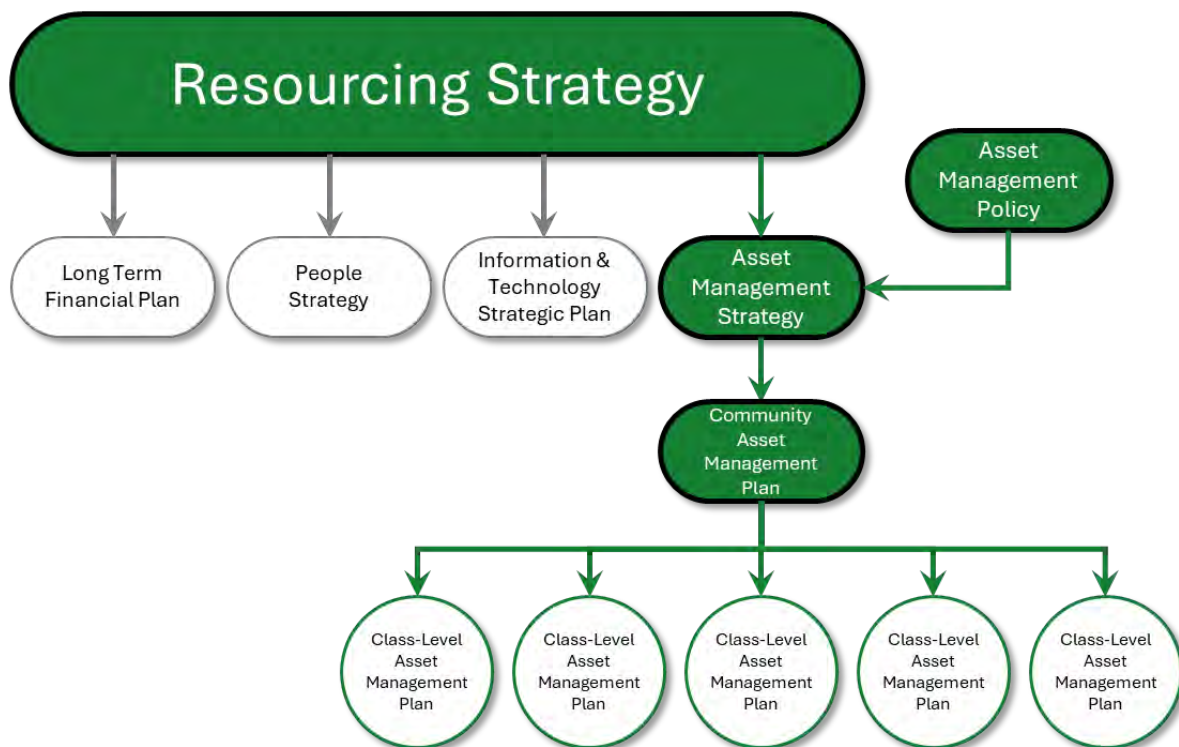
The condition assessment data, financial information, and maintenance and operation costs in the Community Asset Management Plan are prepared using the most recently available data, and data management practices at the City are being continually reviewed and improved. The information within this plan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

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

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

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

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



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

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

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

Asset Management Maturity Review

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

The City's Assets

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

Figure 3. Assets used for providing services

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

The City's Assets and its Management

Financial Status of Assets

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

Figure 4. Financial Status of the Assets

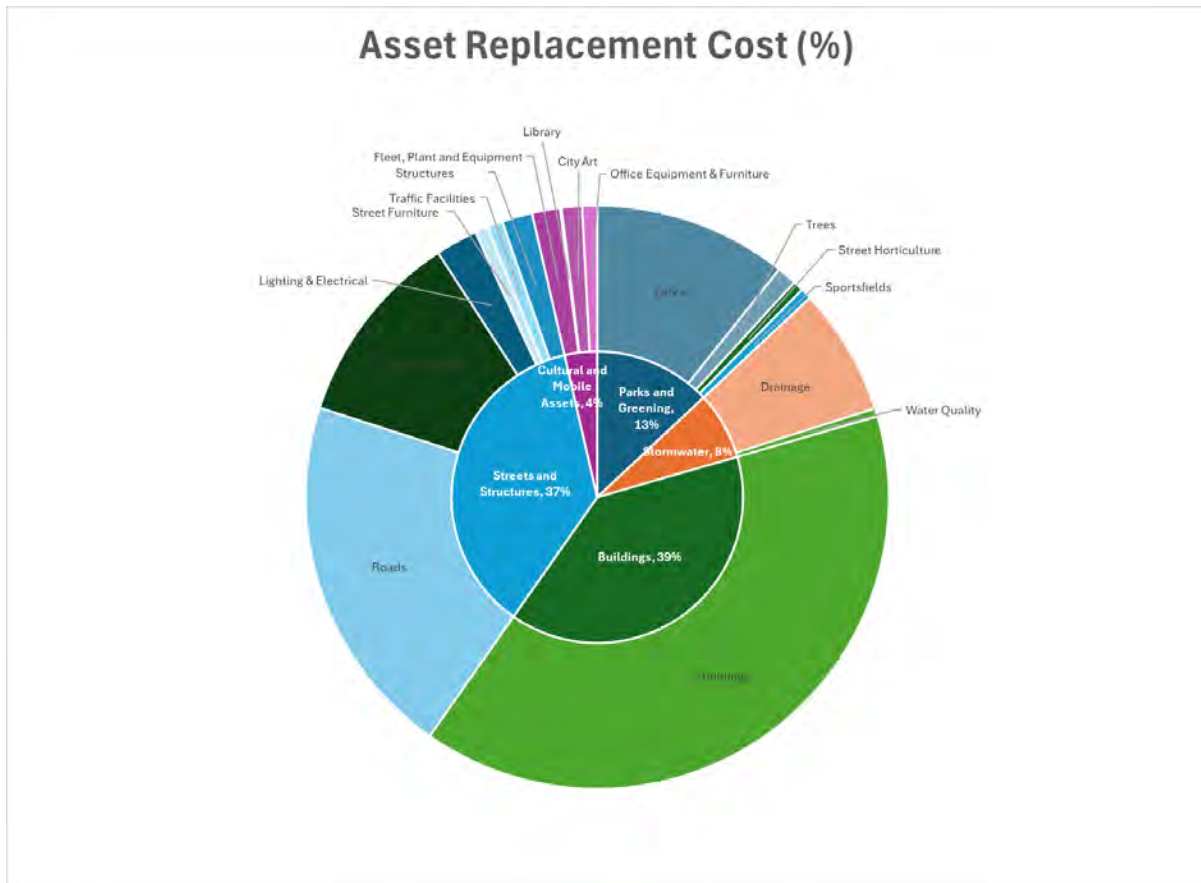
Asset Class	Asset Category	Asset Type	Quantity	Replacement Cost (\$'000,000)
Parks and Greening	Parks	Iconic	24	397.9
		Neighbourhood	48	175.9
		Pocket	296	153.3
		Sub-Total		727.1
	Street Horticulture	Green verges and Garden beds	1,192	31.8
		Traffic facility greening	722	14.8
		Sub-Total		46.6
	Sports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

Asset Management Strategy 2025/26 to 2034/35

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

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

Figure 5. Asset Replacement Cost



Asset Condition

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

Figure 6. IIMM Condition Ratings

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

Current Asset Condition Assessments are shown in the table below.

Figure 7. Current Asset Condition Assessments

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

Asset Category	Asset Component	Average Condition	Latest Year of Assessment	Next proposed Assessment	% of Assets rated as Satisfactory
	Bins & Ashtrays	2.6	2022	2025	100
	Cycle Parking	2.48	2016	Underway	92
	Information Stand	2.0	2016	Underway	93
	Kiosks (CoS owned)*	N/A	N/A	N/A	--
	Seats	2.4	2022	Underway	86
	Shelters	3.5	2022	Underway	99
	Permanent Survey Marks	2.9	2022	Underway	99
Plant and Equipment	Fleet	2.4	2022	TBC	99

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

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

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

Asset Management Team Structure

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

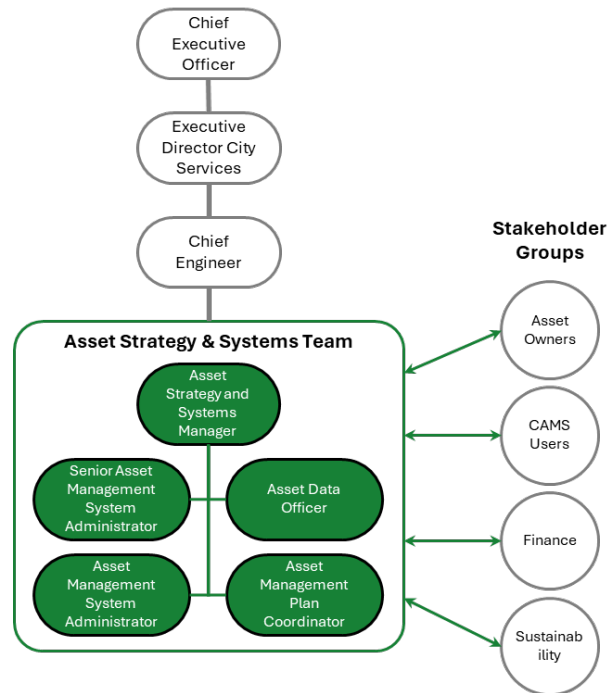
- Coordinate the asset management strategy for the organisation
- Manage the Corporate Asset Management System
- Provide advice and support to increase the maturity and effective of asset management across the organisation.

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

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

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

Figure 8. Asset Strategy and Systems Team Structure



Current Asset Management Maturity

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

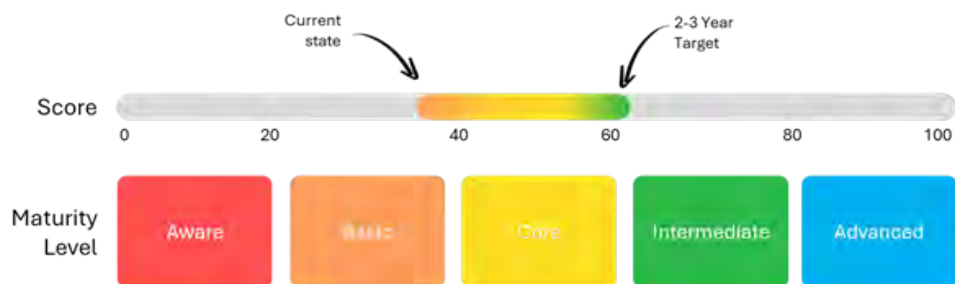
The IIMM is a "how-to" guide for infrastructure owners and managers such as local governments, water utilities, state transport agencies and health networks. The IIMM provides a maturity assessment guide and criteria based on sixteen sub-topics to indicate an organisation's level of maturity in that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

Figure 9. Outline of IIMM Maturity Assessment Model



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

Figure 10. Maturity Assessment Score



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

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

Asset Management Maturity Ambition

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

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

The City's Asset Strategy Outlook

Asset Management Policy

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

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

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

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

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

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

Asset Management Vision

To ensure the long-term financial sustainability of the City, it is essential to balance the community's expectations for services with their ability to pay for the assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, the City aspires to develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the community need at present and in the future, in the most cost-effective and fit for purpose manner.

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

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

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

Link to Community Strategic Plan Directions

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

Figure 11. Linked Community Strategic Plan Directions

Direction	
Strategic Direction 1: Responsible Governance and Stewardship	
1.2	The City of Sydney has the capacity, capability, information, data and systems to serve the community into the future
1.3	The City of Sydney is financially sustainable over the long-term

Direction

Strategic Direction 2: A Leading Environmental Performer

- 2.1 The city reaches net zero emissions by 2035 with embodied carbon significantly reduced
- 2.2 Greening has increased to create a cool, calm, and resilient city
- 2.3 Water is managed to support a resilient, sustainable, and liveable city
- 2.4 A circular economy approach is embedded in products, services and systems
- 2.5 Our community has the capacity to understand risk, take action and collaborate for sustainable outcomes

Strategic Direction 3: Public Places for All

- 3.1 Aboriginal people's history and cultures, and truth-telling of this place, are evident in the public realm
- 3.2 Welcoming, inclusive and connected streets and public spaces are created, upgraded and maintained
- 3.3 Creativity and culture is embedded in the fabric of the city
- 3.4 Physical and visual connections to the harbour are strengthened
- 3.5 Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing

Strategic Direction 4: Design Excellence and Sustainable Development

- 4.1 The City's liveability is enhanced through well planned and designed development and public spaces
- 4.3 Communities are supported by the provision of infrastructure and assets that are aligned with growth
- 4.4 Good design leads to buildings that are high performing, well designed, inviting and inclusive
- 4.5 Well planned and designed development reduces environmental impacts and improves resilience, health and sustainability

Strategic Direction 5: A City for Walking, Cycling and Public Transport

- 5.1 Street space is reallocated for people, places and planting
- 5.2 Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area
- 5.3 More people walk more, as walking is the most attractive and convenient choice for short trips in the local area

Direction

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

5.5 Freight, servicing and kerbside space is managed to support the efficient functioning of the city while improving the amenity of city spaces

Strategic Direction 6: An Equitable and Inclusive City

6.2 Everyone feels welcome and included in the city

Strategic Direction 7: Resilient and Diverse Communities

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

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

7.4 The city economy is diversified to strengthen its resilience

7.5 People feel safe in the city

Strategic Direction 8: A Thriving Cultural Life

8.5 There is an increased supply of accessible creative space

Strategic Direction 9: A Transformed and Innovative Economy

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

Strategic Direction 10: Housing for All

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

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

Environmental Sustainability in Asset Management

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

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

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

Climate Action

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

Asset management activities under this theme include:

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

Greening Sydney

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

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

Asset management activities under this theme include:

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

Water Stewardship

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

Asset management activities under this theme include:

- Ensuring appliances, plant and equipment are as water efficient as possible.
- The installation, use and maintenance of infrastructure to capture and reuse water
- Using smart water meters and irrigation systems, with weather and soil condition monitoring where available, to optimise water use and identify leaks

- Installing low water use plants, using mulch and undertaking soil improvements to hold soil moisture and reduce irrigation requirements
- The installation and maintenance of water pollution avoidance/reduction infrastructure, including litter and sediment management
- The use of structures and designs that slow water following rain events, allowing it to soak into the landscape

Restoration of Natural Environments

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

Asset management activities under this theme may include:

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

Resilience in Asset Management

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

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

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

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

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

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

- Critical infrastructure failure
- Epidemic/pandemic
- Extreme weather – heatwaves, storms and flooding
- Cyber attack
- Terrorist attack
- Civil unrest
- Landslip/subsidence
- Population growth and densification
- Food, fuel or water crisis, incl. global supply chains

- Decreasing redundancy in communications networks
- Skills and labour shortage, employment conditions, demand on essential workers
- Aging population/increasing vulnerabilities within the community

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

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

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

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

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

Asset Management Strategy Focus Areas

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

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

Figure 12. Asset Management Strategy Focus Areas

Focus Area	Desired Key Outcomes	Priority Projects
Asset Management System⁶ The City will have the entire framework of policies, strategies, plans, procedures, tools, and data, as defined in ISO55000:2024, to achieve its Asset Management objectives	• Current and relevant policy and strategy • Current and relevant Community Asset Management Plan • Structured infrastructure risk management plans • Compliance with Integrated Planning and Reporting requirements • Standard asset creation and handover processes	• Review and update business, data governance and management processes • Adopt risk management plans for critical asset classes, including climate change adaptation, at a network level • Policy reviewed on two-year cycle • Develop and endorse internal class-level Asset Management Plans

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

Focus Area	Desired Key Outcomes	Priority Projects
Data, Information and Knowledge The City's staff will have sufficient data and system knowledge, and the City will support service delivery through the provision of up-to-date asset information and integrated systems providing digital and mobile platforms	• Improved data governance • Digital service delivery designed around the user • Effective communication and online tools • Asset Management online portal • Integrated platforms • Fully resourced system support • Mobile first solutions • Quality data and information • Adopted Corporate Asset Management System Strategy • Best practice data modelling and reporting	• Develop online references and tools for asset managers • Develop standard templates and processes for asset data deletion and creation • Communications strategy for asset management practices • Upgrade corporate asset management system to the latest version and ready for web migration • Building and condition audit for relevant buildings • Continue rollout of ConfirmConnect and WorkZone mobile platform • Develop and enable advanced modelling within the corporate system • Undertake corporate asset management system data gap analysis • Complete integration projects with internal enterprise systems
Leadership and People The City's leadership will promote a whole of life asset management approach to deliver on the organisational and asset management objectives, and the City's people will adopt an asset management culture and be appropriately upskilled	• Proactive asset management culture • Developed asset management skills	• Cyclic review of the Asset Management Gateway Panel • Review and reassign roles and responsibilities related to the asset portfolio • Provide or facilitate training for asset managers
Financial Sustainability and Levels of Service The cost of infrastructure service delivery will be fully understood and incorporated into lifecycle modelling linked to the long-term financial plan, and the City will measure the performance of all asset classes against agreed levels of service including intervention levels, inspection frequency and condition thresholds	• Full understanding of costs to deliver services to support budget preparation • Benchmarked asset operation and maintenance activities and costs • Validated lifecycle models • Integrated asset operational and financial data • Purpose specific tools for asset reporting • Agreed service levels for all asset classes	• Develop and implement strategy, processes and procedures to capture costs associated with infrastructure maintenance activities • Migrate asset financial and valuation data to the Corporate Asset Management System • Develop service levels specific to individual asset classes including intervention levels, priority determination and inspection frequency

Focus Area	Desired Key Outcomes	Priority Projects
	• Costs associated with service delivery captured and understood • Validated asset lifecycle models • Service levels of new and acquired infrastructure identified at inception • Environmental considerations included in all service level outcomes	• Develop cost collection model and implement through mobile technology • Consult with the community to identify any over or under servicing of assets
Environment and Resilience The City will embed best practice environmental management practices into all aspects of asset service delivery and will plan for infrastructure assets to be resilient against future shocks and stresses	• Climate change considerations as part of normal business • Cleaner stormwater solutions • Integrating environmental management practices into asset planning and delivery • Environmental impact considered in plant and equipment acquisition • Asset reporting includes environmental outcomes • Clear definition of resilience • Asset management plans address resilience issues • Resilience considered at the time of development and renewal	• Establish and use minimum environmental requirements in all renewal and upgrade activity • Develop processes to minimise the environmental impact of new or replacement plant and equipment • Define resilience risks and opportunities for each asset group • Develop plans to accommodate resilience into future renewal and operational planning if required

Asset Management Improvement Plan

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

Figure 13. Asset Management Improvement Plan

Theme	Key Outcomes	Priority Projects
Asset management system	The fundamental elements of an asset management system are developed, implemented and continually improved	- Refresh the Asset Management Policy. - Communicate the Asset Management Policy. - Develop, review and approve an asset management strategy that meets the “Core” requirements of the IIMM. - Review the fitness-for-purpose of the Community Asset Management Plan. - Develop a guideline for writing, reviewing and approving Asset Management Plans (AMPs). Guideline should cross-reference the roles and responsibilities matrix to ensure all assets are included in an AMP. - Develop and implement the Stormwater AMP. - Develop and implement the Streets and Structures AMP. - Develop and implement the Parks and Greening AMP. - Develop and implement the Buildings AMP. - Develop and implement the Cultural and Mobile AMP. - Determine the need for supplementary plans (e.g. Operations Plans) to support the AMPs. Develop and implement those plans.

Theme	Key Outcomes	Priority Projects
Data, information and technology	- Improved data governance - Higher confidence in data - Higher confidence in data-supported/evidence-based decisions	- Formalise and implement the handover process: - Define minimum Council data standards for all assets. - Update contracts/projects to deliver asset data in Council agreed format for all asset classes. - Agree data validation and review process with asset owners. - Investigate direct upload as well as template imports. - Undertake a review of value for money from existing asset “systems”. - Identify tasks, act and resolve issues with asset condition and performance data and information relating to: - Resolving condition data and quality gaps. - Prioritisation methodologies for replacing assets. - Access to whole of life costing tools. - Access to predictive modelling tools. - Dashboards to suit user needs - Develop a spatial tool to assist with identifying clashes and opportunities between asset programs, and also with utility works.
People and leadership	- Responsibility and accountability for improvement program - Clearly defined roles and responsibilities - No “orphan” assets - Asset decisions clearly linked to service need - Proactive asset management culture - Demonstrable asset management skills and competencies	- Establish an internal Asset Management Working Group (AMWG). - Review and further define asset management roles and responsibilities, to identify: - Who is the Asset Manager for split assets (e.g. assets in leisure centre) - The distinct responsibilities of the Service Manager, Asset Manager, Operator, Cleaner and Maintainer - Who is the Service Manager, Operator, Cleaner and Maintainer - Data Ownership responsibilities - Identify the relevant Service Strategy for each asset. Ensure that each strategy incorporates details of the asset need, asset demand, forthcoming changes in assets required to meet defined service needs and customer service levels.

Asset Management Strategy 2025/26 to 2034/35

Theme	Key Outcomes	Priority Projects
		- Continue the 'Midday Meetup Sessions' to inform and educate the wider stakeholder group. Use as a show and tell, implement new ideas, break down silos, knowledge sharing, lessons learnt, do's and don'ts. - Review the function, charter and effectiveness of the AM Panel in asset management decision-making. - Undertake a training needs analysis and develop an asset management training plan for asset-related roles at all levels.
Finance, valuation and lifecycle costing	- Budgets are informed by fully understood lifecycle costs - Financial implications of new and upgraded assets are considered in decision making	- Undertake a peer review of valuations and valuation procedures. - Apply financial controls consistently throughout the project lifecycle. - Improve collaboration so that maintenance budgets are consistently modelled and based on requirements identified in the AMPs and the consequences of not funding or undertaking maintenance are understood. - Enhance lifecycle costing and predictive modelling practices.
Environment and resilience	- Environmental considerations integrated into asset management planning and reporting - Critical assets identified and managed	- Develop a method for assessing asset criticality. - Define and identify critical assets for each portfolio. - Develop environmental levels of service for each asset class. - Review asset expenditure required to achieve environmental strategy outcomes.

Appendix A: Asset Management Policy

Purpose

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

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

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

Context

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

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

The City must:

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

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

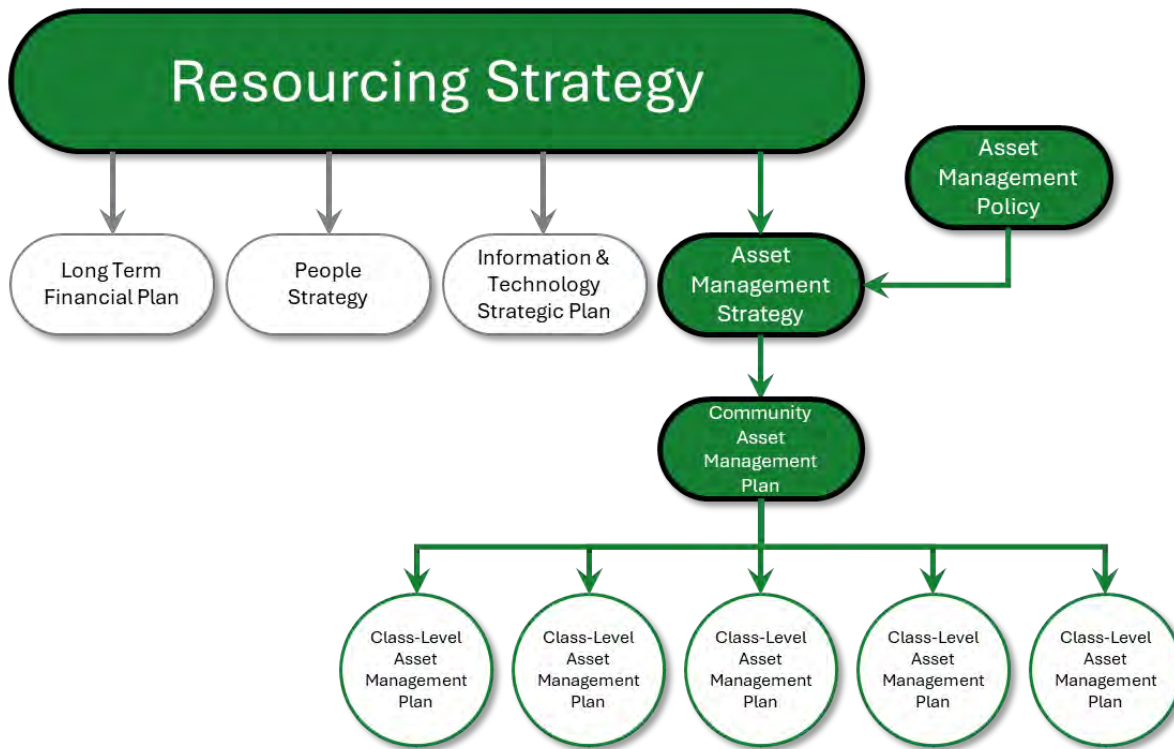


Figure 1 – City of Sydney Asset Management Framework

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

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

Scope

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

Definitions

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

Term	Meaning
Asset Management Gateway Panel	Strategic and operational panel to provide outcome focussed oversight and management control for the City's asset management policy, strategy, objectives and targets.
Asset Management Plan	A specific plan developed with guidelines for acquiring, operating, maintaining, renewing and disposing of the assets within the asset class in the most cost effective manner possible, whilst providing a specific level of service.
Long Term Financial Plan	The Long Term Financial Plan (LTFP) is a ten year financial planning document that contains financial strategies and accompanying performance indicators that the City considers when making significant strategic decisions about financial resource allocation.
Asset Management Strategy	The asset management strategy is a strategic document that demonstrates how the City's asset portfolio supports the service delivery needs of the community into the future. The strategy contains: • A description of the current status of the council's asset management practices (processes, asset data and information systems) • Specific actions to be undertaken to improve or enhance the council's asset management capability (a gap analysis), including resource requirements and timeframes • Specific actions to be undertaken to achieve the council's strategic objectives.

Policy Principles

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

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

Policy Objectives

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

8. Implement an integrated decision support system that:

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

9. Ensure compliance with legislative requirements by:

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

10. Allocate Asset Management responsibilities where:

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

Responsibilities

The City of Sydney Council will:

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

The Chief Executive Officer has:

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

The Asset Management Gateway Panel will:

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

Divisional Directors and Business Unit Managers will:

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

The Finance and Procurement Division will:

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

Employees with management or supervisory responsibility will:

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

Consultation

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

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

References

Laws and Standards

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

Policies and Procedures

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

Review period

This policy will be reviewed in 4 years.

Approval Status

Council approved this policy on [insert date].

Approval History

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

Stage	Date	Comment	TRIM Reference
Reviewed	24 June 2024	Endorsed by Executive 29 May 2024. Approved by Council (Appendix to Resourcing Strategy (2024) - Integrated Planning and Reporting Program and Budget (2024/25))	2016/609070
Commence Review Date	Governance to complete once finalised		
Approval Due Date	Governance to complete once finalised		

Ownership and approval

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





Community Asset Management Plan 2025/2026 to 2034/2035

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

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

Executive Summary

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

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

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

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

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

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

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

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

Operating and Capital Costs

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

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

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

Introduction

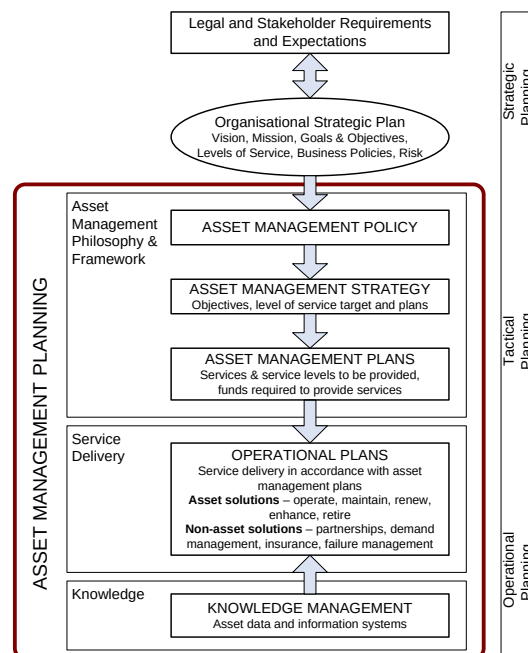
Asset Management Philosophy and Framework

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

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

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

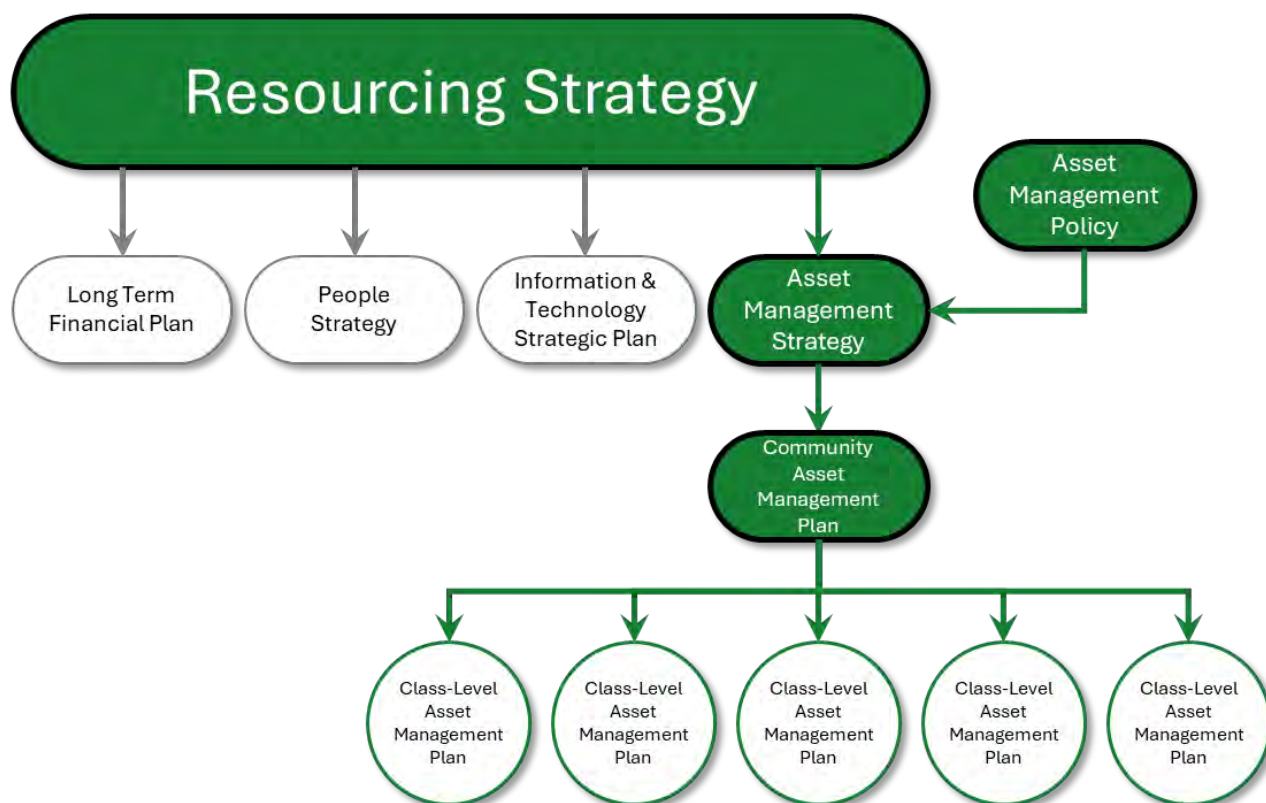
Figure 1. Asset Management Planning Process



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

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

Figure 2. Asset Management Planning documents within the overall Resourcing Strategy



The City's Assets and Services

The aim of this Plan is to provide details around the high-level asset management activities that are required to meet the following:

- The organisational objectives from the City's Community Strategic Plan; and
- The asset management strategy and vision from the City's Asset Management Strategy.

The IP&R guidelines define critical assets as those which are essential for council's operations. Critical assets have sufficiently severe financial, business or service level consequences if they fail, and as a result, justify proactive inspection and rehabilitation activities.

Asset classes which the City defines as critical and are included in this Plan are described in the table below.

Figure 3. Assets used for providing services

Asset Class	Description	Services Provided
Parks and Greening	Horticultural, Active Play, Parks, Water Systems	The City's parks, open spaces and trees are one of the community's most loved assets with hundreds of thousands of residents and visitors using the City's parks daily. The size of the park and open space network is approximately 215.7 hectares throughout the local government area, providing both active and passive places for the use and enjoyment of communities.

Asset Class	Description	Services Provided
Stormwater	Drainage, Water Quality	The City of Sydney operates an extensive stormwater drainage network, which has been in place in some areas for more than 100 years. Its purpose is to provide stormwater management services to the community.
Buildings	Structure, Fire Services, Heating, Ventilation and Air-Conditioning (HVAC), Electrical, Hydraulic, Vertical Transport, Interior, Exterior Improvements, Accessibility	The City's urban landscape is heavily reliant on its architectural assets to deliver services to its residents, corporate entities, and commercial lessees. The city's portfolio of assets encompasses a wide variety of property types, including indoor and outdoor aquatic facilities, libraries, operational depots, public restrooms, commercial real estate, and community spaces, with the renowned Sydney Town Hall being a notable example.
Streets and Structures	Roads, Footpaths, Kerb and Gutter, Cycleways, Traffic Facilities, Street Furniture, Lighting & Electrical, Structures	The City provides a transport network in partnership with the Transport for NSW and neighbouring councils to enable safe and efficient pedestrian, cycle and vehicular movements.

The above listed asset classes account for approximately 90% of all asset value (excluding land).

It is to be noted that the City has one other asset class, being Cultural and Mobile Assets. This asset class is not determined as critical and is therefore not featured in this Plan.

The City publishes a 10 year capital works program summary as part of its LTFP, incorporating asset renewal programs which will be linked to the detailed class-level asset management plans. The prioritisation of works within that program is ongoing as the analysis of condition data is completed.

Risk Management Plan

The City of Sydney has recently developed a Risk Appetite Statement approved by Council which provides guidance about the amount of risk the City is willing to take in order to achieve the strategic goals, while ensuring the protection of the City's assets, reputation, and the wellbeing of the employees and community. The risk appetite is characterised by the following principles:

- We are open to taking risks that align with our strategic objectives and are within our capacity to manage effectively.
- We encourage a culture of responsible risk taking to support innovation, excellence and continuous improvement.
- We identify and evaluate emerging risks to ensure timely and appropriate responses.

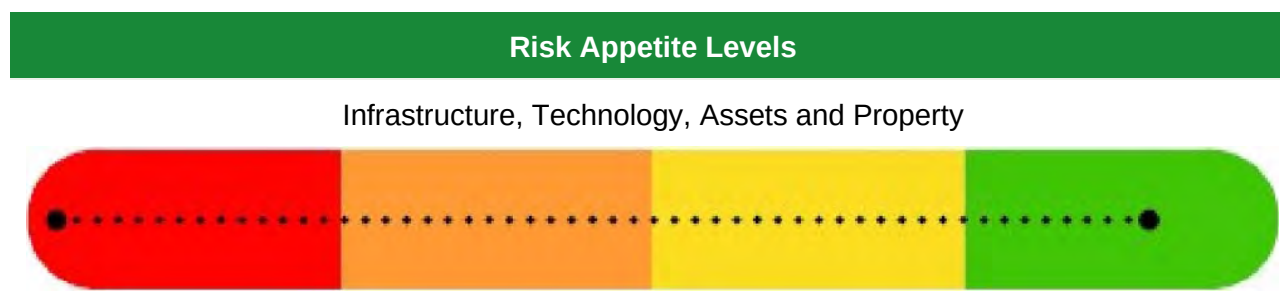
A balanced approach to risk appetite is needed to achieve these principles. The challenges in achieving this balance are:

- Realisation of opportunities and allowing growth, transformation and innovation while avoiding unnecessary negative impacts; and
- Avoidance of a risk averse culture which stifles growth, transformation and innovation rather than supporting it through the proper assessment and management of risk.

We categorise the level of risk appetite as follows:

			
No / extremely limited appetite	Limited appetite	Moderate appetite	Open / accepting appetite
The City is averse to being exposed to risk, even where the potential benefits are high	The City will consider limited risk exposure	The City is willing to consider taking risk where effective mitigation can be applied	The City is open to accepting the risk where there are significant benefits

Asset management is captured under the risk category of “Infrastructure, Technology, Assets and Property,” with the risk appetite level shown below.



As the risk appetite methodology has been recently revised, this will be revised for each of the City's asset classes and reported on in future revisions of the Community Asset Management Plan.

Asset Information Summary

Each asset class has a dedicated section in this plan, which will summarise the following asset information:

- Asset inventory
- Levels of service
- Future demand
- Current asset condition ratings
- Lifecycle management
- Asset valuations
- Environmental sustainment and resilience

The description of the above items has been provided below.

Asset Inventory

This item includes the asset categories that comprise each asset class, quantities of each category, and replacement cost.

Levels of Service

The City has defined service levels in three ways:

1. Customer (or Community) Levels of Service relate to:
 - a. Condition: how good is the service, what is the quality of the service?
 - b. Function: is it suitable for its intended service, is it the right service?
 - c. Capacity/Use: Is the service over or under used, do we need more or less of these assets?
2. Environmental Levels of Service are defined as the activities that support the achievement of the City's environmental sustainability goals and targets, with relevant measures where feasible.
3. Technical Levels of Service relate to the operational and technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Desired levels of service are obtained from various sources including customer satisfaction surveys, resident feedback to councillors and staff, service requests and correspondence, and consultation with stakeholders. The City has identified that the continual review and update of service levels for specific asset classes is a key element of the ongoing asset management strategy.

The City will refine and adjust the levels of service to ensure continued community satisfaction as reflected through these sources.

This Plan now reflects elements of the Report on Infrastructure Assets from the City's financial statements. This replaces previous estimates of minimum condition levels to provide uniformity across reporting platforms.

Future Demand

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, community preferences and expectations, technological changes, economic factors, agricultural practices, and environmental awareness. For the City, population and visitor growth will likely see an increased demand for available open space, pedestrian space, community facilities, and also a need for new and emerging assets to meet community expectations.

The Community Strategic Plan identifies global trends that would have a considerable influence on the future of Sydney, some of which will likely influence future demand on the City's assets and the services they deliver to the community. Such trends include the climate emergency, rapid urbanisation, chronic unaffordability, exponential technology changes and economic transition.

The handover of a number of assets from other government authorities is also anticipated in the short term which will impact on service provision.

Demand for new services will be met through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. As the City has a finite stock of existing assets, a focused qualitative approach has been undertaken when upgrading existing assets. This ensures we provide purpose-built assets in the right areas.

Current Asset Condition Ratings

The City has adopted the condition rating standards set by the Institute of Public Works Engineering Australasia (IPWEA) within the IIMM and applies this standard consistently across its asset classes. The scale and how the rankings apply depend on the asset category. The figures below outline and describe the condition ratings.

Figure 4. IIMM Condition Ratings

Condition	Description	
1	Very Good	Satisfactory = % total of assets with 1, 2, or 3 Condition
2	Good	
3	Fair	
4	Poor	
5	Very Poor	

Figure 5. Condition Grading System

Condition Grading	Description of Condition
1	Very Good: free of defects, only planned and/or routine maintenance required
2	Good: minor defects, increasing maintenance required plus planned maintenance
3	Fair: defects requiring regular and/or significant maintenance to reinstate acceptable level of service
4	Poor: significant defects, higher order cost intervention likely, consider renewal
5	Very Poor: physically unsound and/or beyond rehabilitation, immediate action required

There is a significant amount of effort required to assess the large portfolio of assets, and the City is working to continually update and improve asset condition data. Asset condition assessments are particularly important, as they:

- Identify assets or areas where maintenance or renewal is needed, allowing the City to plan future works
- Provide information, through regular assessment, on the trend in the deterioration of assets
- Enable estimates of costs to restore assets to a satisfactory level.

The condition indices are shown in the asset condition section for each of the asset class chapters within this Plan. Whilst a common structure is in place to provide a condition rating on a 1-5 scale for all asset classes, each asset class' condition ratings are based on detailed technical data and descriptions that are specific to the asset class and category and follow industry standards. For example, the assessment of a stormwater drainpipe would be quite different to that of a road pavement, although ultimately both assets could be rated as condition 2, or "good". The specific levels and descriptions are further detailed in the class-level asset management plans.

The City has commissioned several critical asset data collection projects to keep the condition data up to date and extending coverage for newly acquired assets.

Lifecycle Management

This item details how the organisation plans to manage and operate the assets at the agreed levels of service whilst optimising lifecycle costs and managing risks.

To assess the lifecycle costs of managing assets, it is necessary to understand the plans for and expenditure incurred over the life of the assets. A summary of the expenditure trends is shown for each asset class and the definitions of lifecycle costs appear below.

Operational Costs

Recurrent expenditure which is required to operate and manage assets e.g. management of staff and associated on-costs.

Maintenance Costs

These costs are defined as repairs to assets to ensure they reach their full or expected life and include reactive, planned and preventative maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management or supervisory directions.

Planned or preventative maintenance is repair work that is identified through various means including inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Renewal or Replacement Costs

Renewal or Replacement expenditure is major work that does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its useful life or original capacity. Work over and above restoring an asset to original service potential comprises upgrade/expansion or new works expenditure.

Expansion (New) Assets and Upgrade Costs

Upgrade works improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs and community requirements or requests.

New or expansion works are those works that create a new asset that did not previously exist. Assets may also be acquired at no monetary cost to the City from land development.

New assets will commit the City to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. The City will increase annual maintenance budgets to ensure sufficient maintenance funds over the life cycle of all newly created assets.

There is a risk that the significant transfer of assets and their ongoing maintenance and renewal could impact financial sustainability if not carefully planned.

Asset Valuations

A summary of the current replacement cost and written down value (at 30 June 2024) for the asset class.

Environmental Sustainability and Resilience

Resilience involves the social, economic and environmental systems that support urban areas, including physical infrastructure. The goal of urban resilience is to create adaptive, robust and secure cities that effectively respond to and recover from challenges.

The City of Sydney's Resilience Strategy 2023-2028 defines resilience as:

"The capacity of individuals, communities, institutions, business and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience."

Acute shocks are sudden, sharp events that threaten a city, such as heatwaves, floods, disease outbreaks and cyberattacks.

Chronic stresses weaken the fabric of a city on a day-to-day or cyclical basis, such as rising inequity, lack of social cohesion and inadequate public transport.

The shocks and stresses that could impact our assets include:

- Critical infrastructure failure
- Epidemic/pandemic
- Extreme weather – heatwaves, storms and flooding
- Cyber attack
- Terrorist attack
- Civil unrest
- Landslip/subsidence
- Population growth and densification
- Food, fuel or water crisis, incl. global supply chains
- Decreasing redundancy in communications networks
- Skills and labour shortage, employment conditions, demand on essential workers
- Aging population/increasing vulnerabilities within the community.

In the context of the asset management practices, we acknowledge that the resilience of an asset is dependent on the environment and community that it services and vice versa. This involves the consideration of the resilience of assets within the broader system that they operate, including an understanding of an asset's relationship to other assets and organisations (interdependencies) and consequences of failure to asset user groups (service risks).

- **Interdependency:** Interdependency is when an asset, organisation or community is dependent on another asset, organisation, or community for a particular service.
- **Service risks:** Service risks encompass those events that impact an asset class's ability to maintain the services that they provide.

Resilience in asset management should not focus only on the physical resilience of an asset but also include the contribution of the asset to the resilience of an organisation and the overall community. This can be referred to as 'infrastructure for resilience'.

The effective consideration of resilience in asset management practices ensures that our assets can continue to be utilised following a shock and in the context of increasing stresses, can be efficiently restored and contribute to the broader community's resilience.

We are incorporating resilience assessments into our detailed asset management planning. This includes mitigation actions to improve resilience as well as examining asset management lifecycle parameters and how shocks and stresses influence them. In conjunction with this, the City is embedding resilience principles into project management decision making through design and operations to deliver resilience outcomes and co-benefits.

Streets and Structures

Background

The City provides a transport network in partnership with Transport for NSW and neighbouring councils to enable safe and efficient pedestrian, cycle and vehicular movements.

A significant proportion of the City's streets and structures have been in existence for many years. These assets have originated from a combination of council construction and development activity by private or other public authorities within the area.

The Streets and Structures assets assessed in this Plan include:

- Road pavements (including cycleways)
- Footpaths
- Kerb and gutters
- Bridges for both pedestrians and road users
- Street furniture.

In this Plan, cycleways are included in the road pavement or carriageway. Future revisions will separate cycleways from roads as the broader cycleway network is maturing in scale. Bridge information, valuation and modelling have been included as it forms a critical part of the road and footpath network. The Streets and Structures detailed asset management plan will include bridges, cliffs and retaining walls, as there are different maintenance and renewal requirements for bridges as opposed to roads and footpaths.

The City receives grant funding from both the Federal and State Governments to assist in the management, maintenance and operation of the City's road infrastructure, which is a fundamental part of the NSW transport network.

Asset Inventory for Streets

Asset Type	Quantity	Replacement Cost (\$000,000)
Road Surface	330 km	297.1
Road Base	330 km	727.6
Kerb and Gutter	650 km	452.8
Footpath	592 km	792.4
Cycleway	22.5 km	Inc in Road Surface
Smartpoles	3,005	118.1
Light Poles	4,549	52.0
Lights	8,495	
Traffic Calming Items	2,513	45.7
Parking and Regulatory signs	64,000	17.8
Sign Poles	36,750	
TOTAL		2,503.5

Asset Inventory for Structures

Asset Type	Quantity	Replacement Cost (\$'000,000)
Bridges	36 nos	104.1
Stairs	105 nos	Included in Parks
Retaining Walls	641 nos	2.7
Sea Walls	24 nos	-
Foreshore Structures	12 nos	16.2
Fences	115 nos	Included in Parks
Bins	849	
Cycling Parking	1,561	14.6
Seats	1,254	
Shelters	330	
Permanent Survey Marks	1,642	18.8
Wayfinding/Legible Sydney	4,180	9.5
Signs		
Security	N/A	8.8
TOTAL		174.8



Figure 6. Image: Rainbow crossing, corner Bourke and Campbell Streets, Darlinghurst. Photo by Katherine Griffiths / City of Sydney

Levels of Service

As defined in the Asset Information Summary section, the City has defined service levels in 3 ways:

1. Customer (or Community) Levels of Service
2. Environmental Levels of Service
3. Technical Levels of Service.

Customer Levels of Service

Asset Category	Type of Measure	Level of Service	Performance Measure	Current Performance	Future Target
Streets	Condition	Road surfacing provides smooth ride appropriate to road type and speed limits	Customer service requests related to condition	1,627 road-related customer requests in FY2024	Reduced road-related customer requests, and at least 75% satisfaction level in customer satisfaction survey
	Function	Accessibility – road network is well-connected and accessible, allowing for efficient movements	Customer satisfaction survey-rating related to accessibility of the road network	Subject to a forthcoming customer satisfaction survey is planned to be undertaken in June/July 2025	75% satisfaction level in customer satisfaction survey
	Capacity	Road network has adequate capacity to minimise traffic congestion and delays	Customer satisfaction survey rating related to congestion of the road network	Subject to a forthcoming customer satisfaction survey is planned to be undertaken in June/July 2025	75% satisfaction level in customer satisfaction survey

Community Asset Management Plan 2025

Asset Category	Type of Measure	Level of Service	Performance Measure	Current Performance	Future Target
Structures	Condition	Structural assets are free from hazards, debris, rubbish, graffiti and are in a condition appropriate for use	Customer service requests, related to maintenance	Average	Remain the same
	Function	Fit for purpose – structural assets provide adequate functionality for appropriate use	Customer requests related to accessibility / community satisfaction	Average	Remain the same
	Capacity	Structural assets are in adequate capacity and numbers to meet user needs	Customer service requests related to loading issues	Average	Remain the same

Environmental Levels of Service

Good asset management can support the City to achieve the community's goals for environmental improvements. The City has an integrated strategic approach to environmental sustainability, with goals and actions set out in the Community Strategic Plan cascading into strategies and plans.

The strategic approach identifies which asset classes have the greatest impact on the City's ability to deliver each goal or target. It also categorises activities under four themes reflecting the integrated nature of environmental sustainability outcomes. These themes are:

1. Climate Action: activities relating to mitigating climate change and adapting to expected effects of a changing climate.
2. Greening Sydney: activities that relate to protecting existing vegetation and increasing our green cover.
3. Water Stewardship: activities relating to water efficiency, water re-use and to water quality.
4. Restoration of Natural Environments: activities relating to pollution and contamination reduction, biodiversity regeneration, and material stewardship including circularity.

The following asset management activities are core to environmental sustainability in this asset class and support the City to achieve its goals.

The areas with the biggest opportunity to protect the environment for streets and structures assets are:

- Specifying reduced embodied carbon and circular materials
- Reducing the long-term carbon footprint of assets by initiatives that extend asset life or reduce operational resourcing and will be strongly considered in asset management planning.

Theme	Environmental asset management activity	Relevant asset lifecycle activity	Activity measure (if applicable)
Climate Action	Reducing embodied carbon through material and design specifications	Acquisition/Design, Maintenance, Renewal	Kg/Co2e
	Transitioning away from fossil fuel plant and equipment as alternatives become available	Acquisition/Design, Operations, Maintenance, Renewal	Kg/Co2e
Greening Sydney	Increase greening in the City of Sydney through expanding street gardens and canopy tree planting	Acquisition/Design, Renewal	Greening area installed as part of footpath renewal program
	Ensure trees and vegetation are protected during works	Construction, Operations	Non-compliance reporting

Community Asset Management Plan 2025

Theme	Environmental asset management activity	Relevant asset lifecycle activity	Activity measure (if applicable)
Water Stewardship	Use of permeable surfaces to allow water to soak into the landscape following rain events	Acquisition/Design, Renewal	Area of permeable surfaces installed
	Consideration of water use during works	Construction, Operations, Maintenance	Total use, ideally split into potable vs. non potable (L/year)
Restoration of Natural Environments	Specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources	Acquisition/Design, Renewal	% of recycled material used
	Waste materials are collected, sorted, and returned to productive re-use	Construction, Operations	% material re-use
	Managing and remediating contaminated land	Construction, Operations	Non-compliance reporting

Technical Levels of Service

Asset Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
Streets	Acquisition	Upgrade and further develop the road network to ensure it safe, fit-for-purpose and meets the needs of the community	Delivery of key upgrade/new projects Developer created road assets	Upgrade/new projects aligned to City's strategic objectives are initiated by City Projects Developers constructing roads to meet development plan requirements	Improve design standards for new/upgrade works
	Operation	Condition Audits – Collect asset condition data to inform capital renewal planning and revaluation	Frequency of full condition audit of road network	Every 4 years	Every 4 years
		Street sweeping- To ensure roads are clean and free of debris	Street Sweeping frequency	As per current street sweeping schedules	As per operational and maintenance plan
		Line Remarking – Ensure road markings are visible and ensure safe traffic movements	Completion of line remarking works	Line marking works are completed following maintenance inspections	As per operational and maintenance plan
	Maintenance	Maintenance inspections to ensure road defects are proactively identified and prioritised	Frequency of road network maintenance inspections/ audit	Maintenance inspections carried out in accordance with current asset inspection schedule and intervention levels	As per operational and maintenance plan
		Maintenance activities to ensure roads are maintained in a serviceable condition free of hazards	Completion of planned and reactive maintenance works	Maintenance works are delivered based on priority with consideration of available budget	As per operational and maintenance plan

Community Asset Management Plan 2025

Asset Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
Structures	Renewal	Renew assets in line with agreed intervention standards to meet community needs at lowest lifecycle cost	Percentage of roads in condition 4 & 5	Condition 4- 6.85% Condition 5 – 0.85%	Renew assets in line with agreed intervention standards to meet community needs at lowest lifecycle cost
	Disposal	Disposal of underperforming and unutilised assets	Disposal of assets	Currently no assets identified for disposal at this stage	As per operational and maintenance plan
	Acquisition	Upgrade and further develop the road network to ensure it safe, fit-for-purpose and meets the needs of the community	Delivery of key upgrade and new projects	Upgrade/new projects aligned to City's strategic objectives are initiated by City Projects Developers constructing asset to meet development plan requirements No acquisition planned at this stage	Upgrades/new projects to be aligned with renewals. Improve design standards for new/upgrade works
	Operation	Condition Audits – Collect asset condition data to inform capital renewal planning and revaluation	Frequency of full condition audit of structures	Level 2 inspections – Every 4 years Level 1 inspection - Nill	Level 2 inspections – every 4 years Level 1 inspections – every year
	Maintenance	Maintenance inspections to ensure structures defects are proactively identified and prioritised.	% completion of structures inspected annually	0%	100%
		Maintenance activities to ensure structures are maintained in a serviceable condition free of hazards	Completion of planned and reactive maintenance activities	Ad-hoc	Maintenance works are delivered based on recommendations from engineering inspections

Community Asset Management Plan 2025

Asset Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
	Renewal	Renew assets in line with agreed intervention standards to meet community needs at lowest lifecycle cost	% of structures in condition 4 & 5	Condition 4- 10%	Condition 4 – 0%
				Condition 5 – 2%	Condition 5 – 0%
	Disposal	Council has not identified any footpath assets for disposal	Disposal of assets	Currently no assets identified for disposal at this stage	To be reviewed

Demand Planning

The City has adopted key strategies that will adapt to demand and consequently change the associated infrastructure on road reserves. The Greening Sydney strategy put emphasis on increasing green coverage of the LGA. This includes the installation of rain gardens and greening assets where possible. One outcome of the community strategic plan is “More people walk more, as walking is the most attractive and convenient choice for short trips in the local area”. This desired outcome focuses on activities to increase the usability and area of the City’s footpath network.

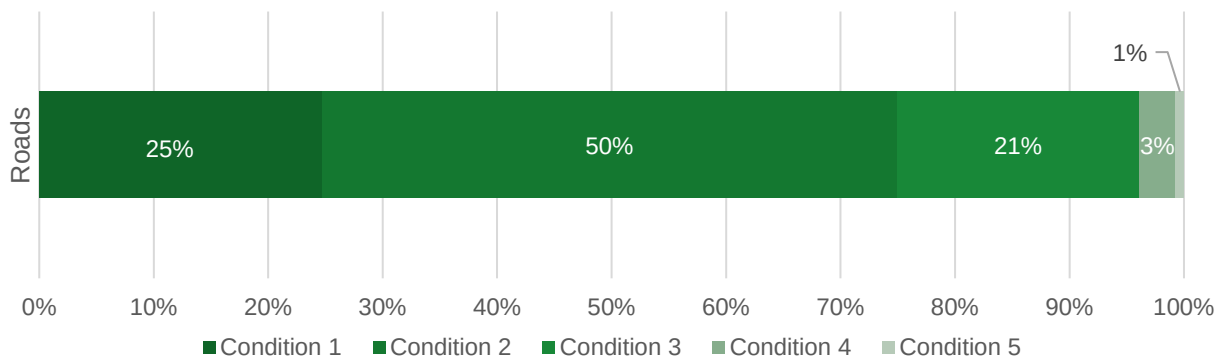
Future handover of footpath assets from other urban redevelopment sites and other government authorities are expected in the next five years. These initiatives will add demands on the provision of asset services.

It is anticipated that ownership of a number of roads will be transferred to the City from state government entities within the next 10 years. Negotiations relating to the terms of any such transfers are ongoing, but it is expected that whilst already constructed and operational, ongoing maintenance requirements will become the City’s responsibility.

Current Asset Condition Ratings

Current Asset Condition: Roads

The chart below shows the distribution of asset condition ratings for the road surface assets, as a percentage of the gross replacement cost.



Photographs of road surfaces provide an indicative guide to Condition 1 – *Very Good* and 5 – *Very Poor* road assets.



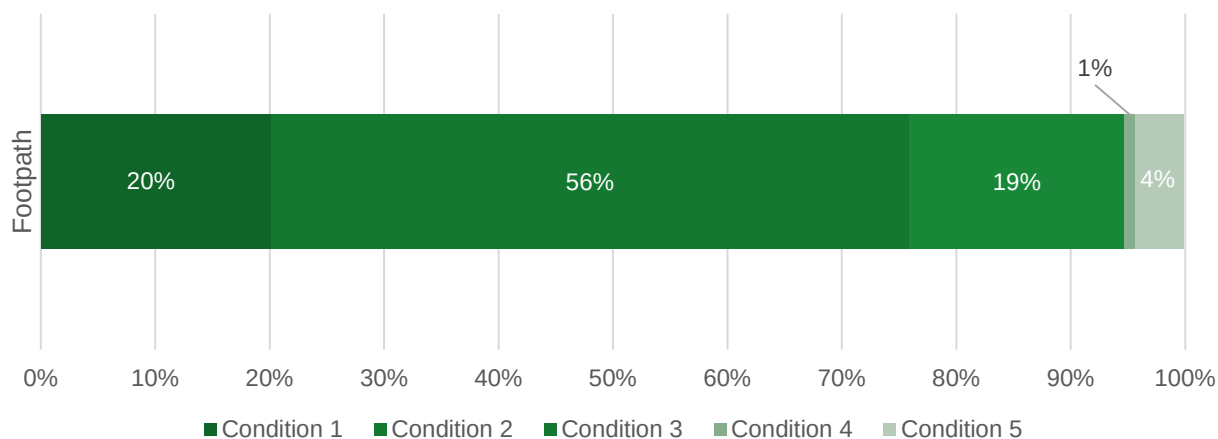
Condition 1 – Very Good



Condition 5 – Very Poor

Current Condition – Footpath

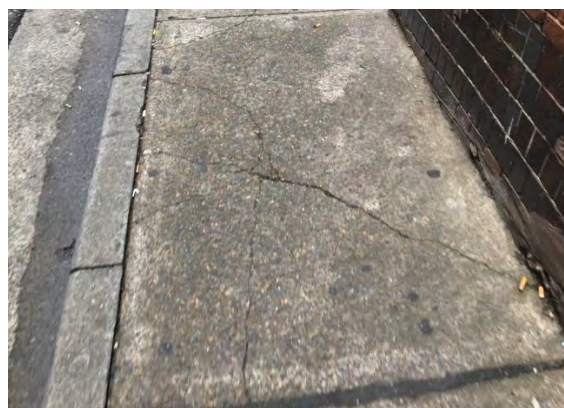
The chart below shows the distribution of the asset condition ratings for footpath assets, as a percentage of the gross replacement cost.



Photographs of footpath surfaces provide an indicative guide to Condition 1 – *Very Good* and 5 – *Very Poor* footpath assets.



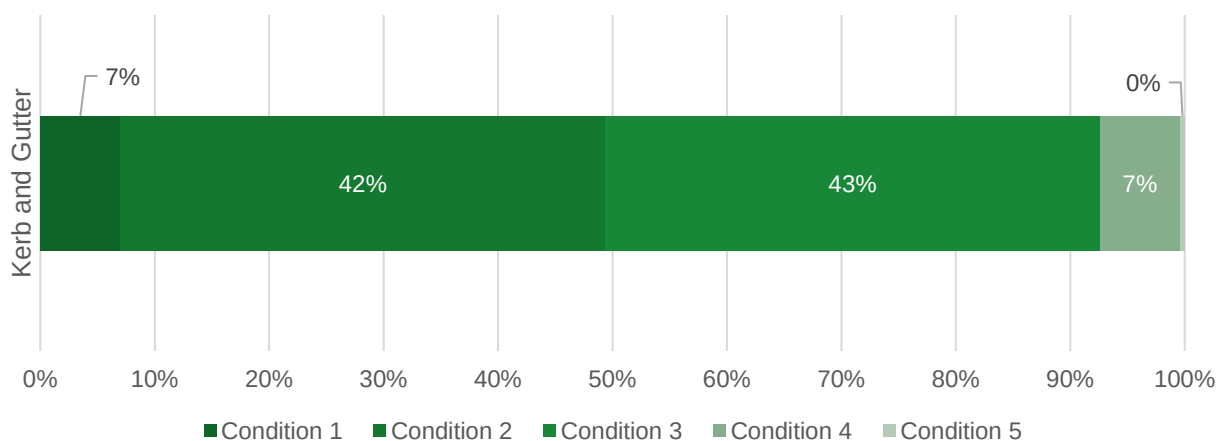
Condition 1



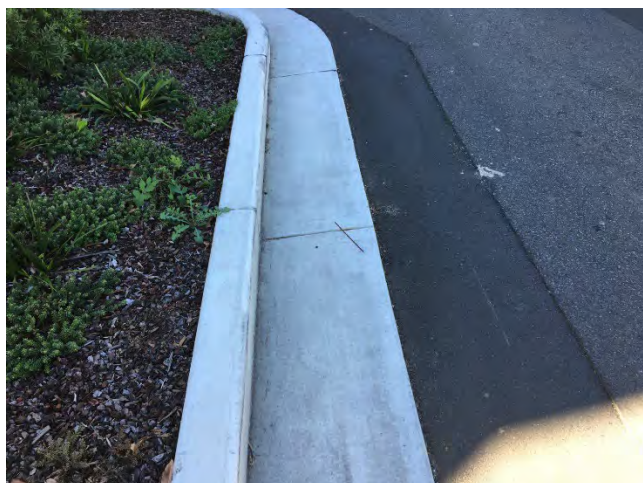
Condition 5

Current Conditions – Kerb and Gutter

The chart below shows the distribution of the asset condition ratings for kerb and gutter assets, as a percentage of the gross replacement cost.



Photographs of kerb and gutter surfaces provide an indicative guide to Condition 1 – *Very Good* and 5 – *Very Poor* kerb and gutter assets.



Condition 1



Condition 5

Lifecycle Costs

The table below shows the trend in the last 5 years in asset expenditure for the road network. Operational and maintenance expenditure is obtained from the Business Unit operational actuals and the renewal, upgrade and new expenditure from the financial reports. The 5-year average is the basis for the long-term lifecycle costs.

Year	Operating/Maintenance	Renewal	Upgrade	Expansion
2019/20	10,063	19,919	19,544	26,880
2020/21	10,096	21,039	34,146	18,338
2021/22	10,793	25,072	35,389	33,983
2022/23	13,825	22,437	22,316	21,103
2023/24	14,201	25,166	20,971	17,600
5 Year Average	11,796	22,727	26,473	24,200

Figures shown in \$000

Maintenance, Renewal and Upgrade costs

This table shows an excerpt of the *Report on Infrastructure Assets* as at 30 June 2024 in accordance with the Office of Local Government Code of Accounting Practice and Financial Reporting. It shows the estimates to bring the road assets to a satisfactory standard as described in 'Estimate of Cost to bring asset to satisfactory condition' section of this report.

Asset Class	Asset Category	Estimated Cost to bring assets to satisfactory standard**	Estimated Cost to bring to the agreed service set by Council ##	2023/24 Required Maintenance	2023/24 Actual Maintenance
Roads	Sealed Roads – surface course	5,521	4,592	3,598	4,676
	Sealed Roads – base structure	2,446	2,446	194	252
	Bridges	1,090	480	1,376	1,788
	Footpaths	12,394	4,960	5,489	7,135
	Kerb and Gutter	10,418	9,960	162	210

Figures shown in \$000

** As per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better.

- reflects the estimated cost to restore all assets assessed to be at a condition below Council's minimum service levels. These standards (i.e. target conditions) reflect the strategy of maximising the consumption of the assets' service potential before renewal works are undertaken.

The City's general definition of agreed level of service is that any asset that has reached a Condition 4 – Poor or Condition 5 – Very Poor should be renewed as a matter of priority.



Figure 7. Image: Council staff renewing a footpath

Asset Valuations

Listed below are the current replacement cost and written down values (depreciated value).

Asset Type	Current Replacement Cost	Written Down Value
Road Surface	291,676	170,030
Road Base	727,618	627,064
Footpath	792,444	468,101
Kerb and Gutter	452,777	200,725
Bridges	104,136	73,514
Total	2,368,650	1,539,434

Figures shown in \$000

Environmental Sustainment and Resilience

Transitioning to Environmentally Sustainable Assets

The City of Sydney has an integrated strategic approach to environmental sustainability, with goals and actions set out in our Community Strategic Plan cascading into strategies and plans.

The following asset management activities are core to environmental sustainability in roads assets and support the achievement of our goals. The biggest opportunity for our road assets is in specifying reduced embodied carbon and circular materials.

Theme	Core Asset Management Activities
Climate Action	– reducing embodied carbon through material and design specifications – transitioning away from fossil fuel plant and equipment as alternatives become available
Greening Sydney	– increase greening in the City of Sydney through expanding street gardens and canopy tree planting – ensure trees and vegetation are protected during works
Water Stewardship	– use of permeable surfaces to allow water to soak into the landscape following rain events – consideration of water use during works
Restoration of natural environments	– specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources – waste materials are collected, sorted and returned to productive re-use – managing and remediating contaminated land

Materials Use

The Sydney Streets Technical Specification allows for the following materials and methods within the road network:

- Lower embodied carbon concrete in footpaths, through methods such as substituting fly ash and blast furnace slag for high embodied carbon cement.
- Crushed Recycled Glass in asphalt as a substitute for virgin sands.
- Warm mix asphalt (using lower temperature in asphalt production).
- Using recycled asphalt (RAP) when we lay a road surface.
- Using recycled aggregate in civil works.

We are trialing the use of recycled vehicle tyres into asphalt to improve asphalt life.

The tables below provide results relating to recycled content in our road renewal program and the overall resource recovery rate for our civils construction projects for the reporting years of the Environment Strategy.

Year	Actual				Forecast
	2020/21	2021/22	2022/23	2023/24	2024/25
Per cent recycled content	20%	15%	20%	20%	20%
Resource recovery rate for civil construction	99%	99%	99%	99%	99%

We have not yet commenced embodied emissions reporting.

Operational Carbon Emissions and Energy Use

The City of Sydney uses energy for the provision of street lighting and pedestrian lighting. Since July 2020 all operational electricity is 100% renewable, either through onsite solar PV or through the direct purchase of renewable electricity from a wind and two solar farms. There is no gas use associated with the operation of the road network.

There are zero operational emissions associated with this asset class. This is expected to be maintained over the period covered by our Environmental Strategy 2025 - 2030.

Emissions associated with fleet and contractor fuel use for road asset management activities are included in our total carbon reporting, however we are not able to reliably attribute these emissions to road maintenance activities.

The City of Sydney models the impact of planned projects on our future emissions and changes in energy use as a core tactic for our ambition to be a net-zero organisation.

Electricity consumption associated with street lighting has decreased during the period covered by our environment strategy. The LED streetlight replacement program delivered in partnership with Ausgrid contributed the most to this reduction. We experienced a temporary spike in usage for our non-metered street lighting portfolio in late 2024, reflected in the forecast data below. We do not expect this to be repeated. Future years should continue to see reduction in electricity use from the LED streetlight replacement program and as we commence a program to upgrade existing end of life LED lamps with more efficient technology.

This increase will not impact our overall operational emissions as our electricity supply is 100% renewable.

The table below shows the change in electricity use for the reporting years of the environment strategy.

Year	Actual				Forecast
	2020/21	2021/22	2022/23	2023/24	2024/25
Electricity consumption (MWh)	11,467	8,814	9,112	8,856	11,600

Concluding Remarks

The estimates indicate that the City has budgeted to renew road assets at a sustainable rate over the next 10 years and is addressing the maintenance and renewal requirements and the Special Schedule – Report on Infrastructure Assets cost to satisfactory requirements consistent with the Office of Local Government performance measures.

Stormwater

Background

The City operates an extensive stormwater drainage network. The network has been in place in some areas for more than 100 years.

The City's stormwater drainage network is managed in tandem between the City and Sydney Water. Typically, in suburban areas, Sydney Water would operate the large canals or trunk lines into which local stormwater would flow. However, within the City area, both large and small stormwater infrastructure is spread between the organisations.

This is a unique situation that can lead to issues surrounding ownership and responsibility for assets.

Stormwater pipe assets have an extremely long useful life and inspection is difficult. A program is in place to inspect and update the stormwater drainage inventory and condition data of City owned pipes and pits using CCTV technology. This program is heading towards completion.

The City's drainage asset base will continue to be updated in future revisions of the plan as condition information and other information, particularly relating to ownership of pipes and pits, becomes available.

Further analysis of the CCTV data and follow up field investigation is required, particularly in the condition assessment, of the completed area of pipe assets and the ownership profile.

The City prepares a five-year renewal program developed in accordance with relevant standards to include pipe assets with condition 4 or 5. Renewal works are undertaken where pipe assets are displaying deterioration due to age including cracks, displaced joints or scouring. Pipes may also suffer damage from tree root ingress or collapse. Pipes may also be renewed at identified flooding locations to provide increased hydraulic capacity. Where possible, the City uses relining technology using structural liners that restore the structural capacity, hydraulic capacity and remaining life of the pipe. Relining pipes significantly reduces costs, environmental and community impacts in comparison to traditional excavation and pipe construction methodologies.

Provisions for the renewal program and capacity upgrade projects have been incorporated into the Long Term Financial Plan.

Local flood risks are considered in determining the renewal and replacement priorities based on risk. The 10-year drainage renewal program will be subject to amendment based on ongoing risk assessments.

Asset Inventory

This table shows the range, extent and asset replacement cost for the drainage assets, together with related assets.

Asset Category	Quantity	Replacement Cost (\$M)
Stormwater Assets		
Drainage Pipes	162 km	318.5
Drainage Pits	11,554	156.5
Open Channels and Culverts	6.85km	40.5
Water Quality Assets		
Gross Pollutant Traps (GPTs)	47	4.7
Vegetated drainage assets, i.e. rain gardens, tree pits, swales.	320	29.2
Total		549.4

Levels of Service

As defined in the Asset Information Summary section, the City has defined service levels in three ways:

1. Customer (or Community) Levels of Service
2. Environmental Levels of Service
3. Technical Levels of Service.

Customer Levels of Service

Asset Category	Type of Measure	Level of Service	Performance Measure	Current Performance	Future Target
Drainage	Condition	Stormwater system to be of suitable condition to capture water and convey flow.	Customer requests Condition assessment- % of assets below renewal intervention level (condition 4 & 5)	Average 680 requests per year 5.9% based on current available CCTV data	Maintain parity or reduce number of customer requests from previous year
	Function	Fit for purpose stormwater network provide intended purpose and community needs	Customer service requests relating to ponding and flooding	Refer to Flood Studies	Lift function as set in Flood Risk Management Studies and Plans
	Capacity	Stormwater infrastructure network has adequate capacity to handle design storm event	Capacity Assessment- % of network identified as meeting the current capacity requirements	Refer to Flood Studies	Lift capacity as set in Flood Risk Management Studies and Plans
Water Quality	Condition	Structural integrity and cleanliness to be maintained to ensure efficient operation and function	% of assets in good condition	2019 condition audit rated 96% of GPT are in good condition (condition 1 and 2)	Maintain parity
	Function	Effective pollutants removal and proper flow management	Amount of pollutants removed	262 tonnes of pollution in the 2022/23 financial year.	Maintain parity

Community Asset Management Plan 2025

Asset Category	Type of Measure	Level of Service	Performance Measure	Current Performance	Future Target
	Capacity	Adequate storage capacity to be able to hold sufficient volume between maintenance cycles	Measure of storage capacity and fill levels	No reported or identified issues recorded	Maintain parity

Environmental Levels of Service

Good asset management can support the City to achieve the community's goals for environmental improvements. The City has an integrated strategic approach to environmental sustainability, with goals and actions set out in the Community Strategic Plan cascading into strategies and plans.

The strategic approach identifies which asset classes have the greatest impact on the City's ability to deliver each goal or target. It also categorises activities under four themes reflecting the integrated nature of environmental sustainability outcomes. These themes are:

1. Climate Action: activities relating to mitigating climate change and adapting to expected effects of a changing climate.
4. Greening Sydney: activities that relate to protecting existing vegetation and increasing our green cover.
5. Water Stewardship: activities relating to water efficiency, water re-use and to water quality.
6. Restoration of Natural Environments: activities relating to pollution and contamination reduction, biodiversity regeneration, and material stewardship including circularity.

The following asset management activities are core to environmental sustainability in this asset class and support the City to achieve its goals.

The areas with the biggest opportunity to protect the environment for stormwater assets are:

- Improving water quality
- Specifying reduced embodied carbon and circular materials
- Reducing the long-term carbon footprint of assets by initiatives that extend asset life or reduce operational resourcing.

Theme	Environmental asset management activity	Relevant asset lifecycle activity	Activity measure (if applicable)
Climate Action	Reducing embodied carbon through material and design specifications	Acquisition, Design, Construction, Maintenance, renewals.	Kg/Co2e
	Transitioning away from fossil fuel plant and equipment as alternatives become available	Acquisition/Design, Operations, Maintenance, Renewal	Kg/Co2e
Greening Sydney	Contribute to greening in the City of Sydney through maintenance of rain gardens	Construction, Maintenance, renewals.	% of raingardens with healthy vegetation
	Ensure trees and vegetation are protected during works	Construction, Operations, maintenance	Non-compliance reporting
Water Stewardship	Install and maintain infrastructure to capture and reuse stormwater	Acquisition/Design, Operations, Maintenance, Renewal	As above

Community Asset Management Plan 2025

Theme	Environmental asset management activity	Relevant asset lifecycle activity	Activity measure (if applicable)
	Install and maintain litter, sediment management and water pollution avoidance/reduction structures	Acquisition/Design, Renewal	Litter and sediment captured by GPTs in tonnes per annum
	Use of non-portable or recycled water (storm catchment)	Construction, Operations, Maintenance	Ltr per/year
	Use of non-portable or recycled water (storm catchment)	Construction, Operations, Maintenance	Ltr per/year
Restoration of Natural Environments	Specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources	Acquisition/Design, Renewal	% of recycled material used
	Waste materials are collected, sorted, and returned to productive re-use	Construction, Operations	% material re-use
	Managing and remediating contaminated land	Acquisition/Design, Operations, Maintenance, Renewal	Non-compliance reporting

Technical Levels of Service

Asset Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
Drainage	Acquisition	To upgrade and expand the stormwater drainage network to ensure it is safe, fit-for-purpose and meets the needs of the community	Completion of identified upgrades and new projects through renewal program and major projects	On going implementation of capital upgrade and expansion through Major Projects	Upgrade and new projects aligned to strategic objectives are included in LTFP and annual capital programming
	Operation	Drainage cleaning to ensure pipes and pits are clean and free from debris to remain operable	Frequency of pipe cleaning and inspections	Reactive clearing of pipes & pits as required.	Proactive inspection and clearing of pipes and pits as required
		Condition Audit to collect condition data to inform capital renewal planning and revaluations	CCTV inspection of the Stormwater network	Every 10 years	Maintain average condition at satisfactory
		Street sweeping to reduce blockage	Frequency of street sweeping	As per current street seeping schedule	Increase frequency for high-risk streets
	Maintenance	Maintenance inspections to identify maintenance defects proactively	Frequency of maintenance inspections	As per current maintenance inspection regime	Maintain performance
		Maintenance activities to ensure drainage network is maintained in a serviceable condition and remain operable and free of defects	Completion of planned and reactive maintenance	Mostly reactive within the available budget	More planned and proactive maintenance approach for maintenance activities.
		To ensure customer requests related to drainage issues are attended within the agreed time frame	Monitoring number of customer request	Reactive inspections within 72 hours, cleaning and repair works in the drainage system within 7	Reactive inspections with same frequency, cleaning and repair

Community Asset Management Plan 2025

Asset Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
			completed within the agreed timeframe.	days or as determined by staff.	works in the drainage system as required.
					Response to CSM request within 72 hours.
	Renewal	Asset renewal to ensure assets are renewed, providing service in line with community expectations at lowest lifecycle costs	% of assets in condition 4 & 5	Condition 4 – 4.3% Condition 5 – 1.7%	Condition 4- to be reviewed Condition 5 – 0%
		Adequate funding for assets renewals	Asset renewal funding ratio	100%	Maintain 100%
	Disposal	Asset Disposal ensure that underperforming or underutilized assets are disposed	Disposal of assets	As identified and through renewal program	Major asset disposal s are identified and planned
Water Quality	Acquisition	To construct new assets to meet Sydney 2030 Water Quality pollution reduction targets	MUSIC modelling used to estimate targets performance	Current budget allows for 5 medium sized GPT and 9 large sized GPT by 2030.	Maintain current
		New assets to meet impact of population growth (currently projected at 1.07% per year).	Implementation of planning controls	Implementation of DCP Water Treatment controls	Implementation of DCP water treatment controls
	Operation	GPTs are emptied. The collected rubbish is removed and not allowed to re-enter the drainage.	GPT are emptied according to the cleaning schedule.	Current cleaning schedule adequate and meeting required LOS	Maintain current operational level of service

Community Asset Management Plan 2025

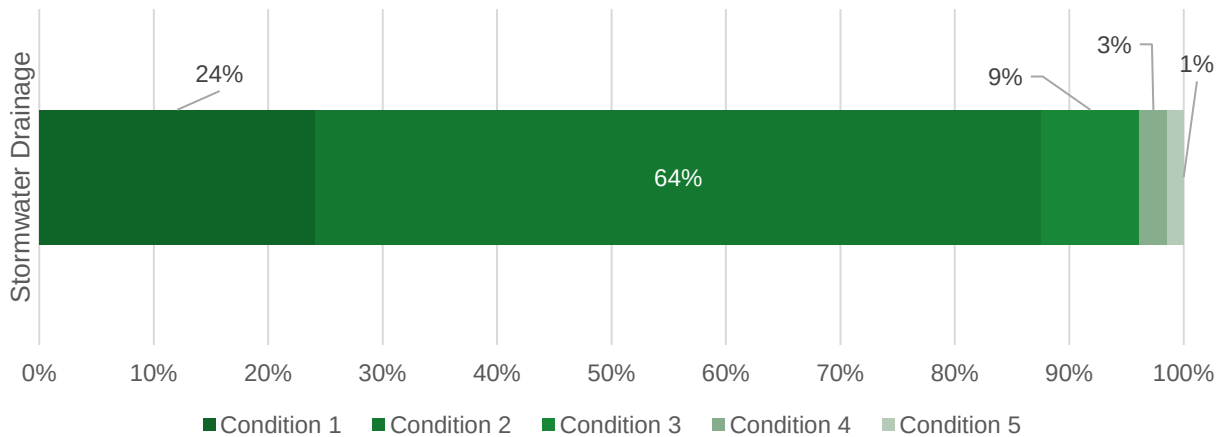
Asset Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
		Condition Audit to collect condition data to inform capital renewal planning and revaluations	Specialist inspection of GPT network	Every 5 years	Every 5 years
		GPT are inspected during cleaning to report any defects, maintenance issues	Defects / maintenance issue are identified in the regular servicing.	Current reporting arrangement meets the operational needs	Maintain current arrangement
		Ensure that the GPT are properly maintained and kept in good working order	Repairs to existing GPT are completed in a timely manner	100% completion of identified maintenance activities	Maintain current
	Renewal	To avoid service disruption, ensure that assets at the end of their useful life are replaced with new assets of equal or higher performance.	Assets identified as needing renewal are renewed in a timely manner	100% renewal needs are addressed	Maintain current
	Disposal	Asset Disposal ensure that underperforming or underutilized assets are disposed	Disposal of asset	Disposal through current program of work	Maintain current

Current Asset Condition Ratings

Current Asset Condition

The condition charts below show the overall condition of pits and pipes in the completed collection area. The completed collection area represents about 70% of the network and this continues to increase annually. Variability in the condition assessment from year to year will occur as the assessment sample size increases and the continuing analysis of CCTV footage. The City has included all pipes in the sample area in condition 4 or 5 in the priority renewal works schedule.

The chart below shows the distribution of asset condition ratings of the stormwater drainage assets, as a percentage of the gross replacement cost.



Lifecycle Cost

The table below shows the trend in the last five years in asset expenditure for the stormwater drainage network. Operational and maintenance expenditure is obtained from the Business Unit operational actuals and the renewal, upgrade and new expenditure from the financial reports. The five year average is the basis for the long-term lifecycle costs.

Year	Operating/ Maintenance	Renewal	Upgrade	Expansion
2019/20	2,489	1,430	441	321
2020/21	1,938	3,302	1,146	331
2021/22	1,914	2,676	1,332	1,695
2022/23	2,032	2,657	1,004	530
2023/24	1,701	4,598	1,150	0
5 Year Average	2,015	2,933	1,015	575

Figures shown in \$000

Maintenance, Renewal and Upgrade costs

This table shows an excerpt of the Report on Infrastructure Assets as at 30 June 2024 in accordance with the Office of Local Government Code of Accounting Practice and Financial reporting. It shows the estimates to bring the road assets to a satisfactory standard as described in the 'Estimate of Cost to bring asset to satisfactory condition' section of this report.

Asset Class	Asset Category	Estimated Cost to bring assets to satisfactory standard**	Estimated Cost to bring to the agreed service set by Council ##	2023/24 Required Maintenance	2023/24 Actual Maintenance
Stormwater Drainage	Stormwater Drainage	5,401	5,401	3,138	1,701

Figures shown in \$000

** As per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better.

- reflects the estimated cost to restore all assets assessed to be at a condition below Council's minimum service levels. These standards (i.e. target conditions) reflect the strategy of maximising the consumption of the assets' service potential before renewal works are undertaken.

The City's general definition of agreed level of service is that any asset that has reached a Condition 4 – Poor or Condition 5 – Very Poor should be renewed as a matter of priority.

Asset Valuations

Listed below are the current replacement cost and written down values (depreciated value).

Asset Type	Current Replacement Cost	Written Down Value
Pipes / Channel / Culverts	359,070	246,192
Pits	156,471	111,383
GPTs / Raingardens	33,881	25,031
Total	549,421	382,607

Figures shown in \$000

Environmental Sustainment and Resilience

Transitioning to Environmentally Sustainable Assets

The City of Sydney has an integrated strategic approach to environmental sustainability, with goals and actions set out in our Community Strategic Plan cascading into strategies and plans.

The following asset management activities are core to environmental sustainability in stormwater assets and support the achievement of our goals. The biggest opportunity for our stormwater assets is in improving water quality and specifying reduced embodied carbon and circular materials.

Theme	Core Asset Management Activities
Climate Action	– reducing embodied carbon through material and design specifications – transitioning away from fossil fuel plant and equipment as viable alternatives become available
Greening Sydney	– contribute to greening in the City of Sydney through maintenance of rain gardens – ensure trees and vegetation are protected during works
Water Stewardship	– install and maintain infrastructure to capture and reuse stormwater – install and maintain litter, sediment management and water pollution avoidance/reduction structures – consideration of water use during works
Restoration of natural environments	– specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources – waste materials are collected, sorted and returned to productive re-use – managing and remediating contaminated land

There is no energy use or operational carbon emissions associated with stormwater assets.

Materials Use

The Sydney Streets Technical Specification allows for the following materials and methods within the stormwater network:

- Lower embodied carbon concrete in cast in-situ components such as pits, through methods such as substituting fly ash and blast furnace slag for high embodied carbon cement.
- Crushed recycled glass in pipe embedment works as a substitute for virgin sands.
- Using recycled aggregate in civil works.

Currently there is no dedicated data on recycled content or embodied emissions for stormwater assets.

Water Quality

The City of Sydney owns 80% of the stormwater network that drains from within the Local Government Area into Sydney Harbour or Alexandra Canal. Accordingly, we have opportunities to integrate water quality improvement assets into the network through asset management planning. Construction and maintenance of gross pollutant traps and vegetated drainage assets (including raingardens) helps with reducing litter, solids and nutrients entering these waterways.

We undertake other actions to prevent pollutants entering the public drainage system including waste collection, street sweeping and the implementation of development controls to manage the quality of water released from private developments.

Concluding Remarks

The City has allocated considerable funds for both renewing and expanding its drainage infrastructure over the next 10 years. A substantial portion of these funds is designated for upgrading the network in alignment with floodplain risk plans and the Model for Urban Stormwater Improvement Conceptualisation (MUSIC) modelling. Renewal works will also be required in the near term with the discovery of poor and very poor pipes via CCTV inspections.

The City recognises renewal and expansion of stormwater drainage infrastructure is an important priority. Additional funds are being allocated to resolve flooding and water quality problems.

The estimates suggest that the City has budgeted to renew its drainage assets at a sustainable pace. It is actively meeting both the renewal requirements and the Special Schedule – Report on Infrastructure Assets, in line with the performance measures set by the Office of Local Government.

Parks and Greening

Background

The City's parks, open spaces and trees are some of the community's most loved assets with hundreds of thousands of residents and visitors utilising the parks daily. The size of the park and open space network is approximately 215.7 hectares throughout the local government area, providing both active and passive places for the use and enjoyment of communities.

The City is also responsible for the care, control and management of many Crown Reserves, including Hyde Park, Victoria Park, Prince Alfred Park and Bicentennial Park.

The City's tree population consists of over 50,000 trees, located throughout the streets, parks and open spaces and City properties.

Parks and Open Spaces – Considerations

Since 2009, there has been an increase of 30.8ha (16%) of open space managed by the City. The recent additions include Wimbo Park, Butterscotch Park, Honeykiss Park, Getiela Sports Field, the Drying Green and Gunyama Park. While these parks and open spaces are already constructed, the ongoing maintenance will add to the City's asset management responsibilities.

Negotiations also continue for the handover to the City of a number of significant parks and open spaces from the NSW Government. The ongoing maintenance requirements of these assets will also add to the City's asset management responsibilities.

As the park network area grows, it will impact on resourcing and ongoing maintenance and renewal activities.

Many of the key urban renewal areas, in particular the Green Square Urban Renewal Project will create large additional parks and open spaces, adding to future renewal and maintenance requirements. Gunyama Park and nearby Aquatic and Recreation Centre are examples. Major refurbishments of Eddie Ward Park, Green Park, Hyde Park, Belmore Park, Alexendria Park and Waterloo Park are planned in the medium to long term and are included in the Long Term Financial Plan.

There is a continual increase in the number of street trees, streetscapes and traffic treatments being developed as part of the Greening Sydney program, cycleway, and various other road and footpath renewal programs. Additional assets and technologies are being developed to manage storm water harvesting. Resourcing to support, manage, and maintain these assets will be required in future years.

Playground equipment, softfall, shade sails and associated assets require replacement and minor upgrade works to ensure that playgrounds remain safe and fit for use, minimising risk to the City and providing increased amenity for children and their carers. The program for replacement of playgrounds is determined based on advice from an external playground assessor itemising the remaining useful life for each playground.

Major community events in parks and open spaces place considerable stress on the parks that can result in expensive repair programs. Assessment of these events and their impact on service levels is ongoing.

Parks rated with a condition score of 4 or 5 are incorporated into the planning of the Annual Works Program and Long Term Financial Plan. Certain parks are earmarked in the Long Term Financial Plan, while others receive attention through the allocation of temporary renewal funds.

Trees – Considerations

The extensive urban renewal projects across the local government area, including Green Square and the Ashmore Precinct, include new streetscapes and street tree assets. Best practice design and construction is being applied, with the trees now in highly engineered environments.

Major upgrade of tree related projects planned in the next 5 to 10 years include the implementation of the following:

- Greening Sydney Strategy– with targets to increase canopy cover
- The Urban Forest Strategy
- Street Tree Master Plan
- Cycleway and public domain project installation/upgrades
- Hyde Park, Central Avenue tree replacement program.

Unlike engineered assets, the tree asset network does not have an upgrade component, only maintenance, renewal or expansion, with the timeframe for tree replacements difficult to predict with certainty. The life span of trees varies according to the species, location and local environmental factors. As such there is no formal renewal plan, but a provisional amount for the replacement of 700 trees annually based on current practices and trends, together with new tree allocation in the Long Term Financial Plan. Projects to increase tree planting in our parks and streets, particularly in road tree planting, are planned to increase in scale over the coming years to ensure the canopy cover targets are achieved.

The ongoing improvement to the tree asset condition and maintenance data should permit the development of more structured renewal plan. This would assist with the City's urban forest co-ordination, to enable enhanced asset turnover.

The City is enabling the improved management through implementation of tree management condition assessment and maintenance activities using a mobile application and using that data to create advanced models and reporting dashboards.

Asset Inventory

The table below shows the range, extent and asset replacement cost for the parks and open space and tree assets together with related assets. These includes all parks owned by the City.

Asset Category	Description	Quantity	Area (Ha)	Replacement Value (\$M)
Iconic	Parks that are of cultural and historical significance, or of a significant size or prominent location. These parks have a high visitation from the community and visitors e.g. Hyde Park.	24	111.6	397.9
Neighbourhood	Larger parks within villages and suburbs that have high visitation and have increased levels of amenity and infrastructure. These include facilities such as sports fields with playgrounds and toilets e.g. Alexandria Park.	48	29	175.9

Community Asset Management Plan 2025

Asset Category	Description	Quantity	Area (Ha)	Replacement Value (\$M)
Pocket Park	Local parks or street closures, generally small in size that provides informal recreational areas serving surrounding residents. Some limited facilities may be provided e.g. Millard Reserve.	298	32.7	153.3
Street Greening	Landscaped areas within the road reserve in particular on footpaths, nature strips, roundabouts and traffic blisters	1,914	23.2	46.6
Sports Fields	Areas of landscaped turf purposed for club and professional sport games and training.	17	14.7	45.2
Total		1541	211.2	818.9
TREES				
Park	Contained within parks and open spaces	14,001		59.5
Street	Contained in the road reserve and footpaths	34,787		112.1
Property	Contained within Council properties like Childcare, Community Centres	687		2.4
Tree Grates	Metallic grating installed at the pavement level around a tree	863		3.4
Total		50,338		177.4

Levels of Service

The table below shows some important community levels of service used by Business Units to gauge community satisfaction. The major review of the service levels, including inspection frequency, intervention levels and response times for parks was last completed in 2019. The City endeavours to continue to review and refine on an ongoing basis.

Current – Parks Levels of Service

Target and current levels of service for parks and trees are provided below.

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
Quality	Provide quality parks and open spaces for the use of the community	Customer satisfaction surveys and customer requests	An overall satisfaction rating >8 in the customer surveys	Achieved
Function	To provide a diverse range of parks and open spaces within the City which ensure that user requirements are met	Customer satisfaction surveys	An overall satisfaction rating >8	Achieved
Safety	To provide a safe and hazard free environment	Reported accidents and incidents and claims	Dangerous hazards or public safety matters responded to & made safe within 24 hrs	Achieved
Responsiveness	Speed of responsiveness to public enquiry's and request	Timeframes outlined in completing customer service requests	>95% of customer requests completed within timeframes	Achieved
Environment	Ensure the City achieves the target of reducing emissions by 2025	Monitoring and reporting of targets through the SMART platform	Reduce operational emissions by 80 per cent by 2025 from the 2006 baseline	74.5 per cent reduction against baseline
Environment	Ensure the City achieves the resource recovery of waste from City managed parks, street and public places	Monitoring and reporting of targets through the SMART platform	50 per cent resource recovery of waste from City managed properties by end June 2025	Achieved

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
Environment	Zero increase in potable water use annually from 2006 baseline	Monitoring and reporting of targets through the SMART platform	Zero increase in potable water use annually until 2025 from 2006 baseline	Achieved
Environment	Ensure the City achieves resource recovery of construction and demolition waste generated and managed by City operations	Monitoring and reporting of targets through the SMART platform	90 per cent recovery of construction and demolition waste generated and managed by City operations by June 2025	Achieved

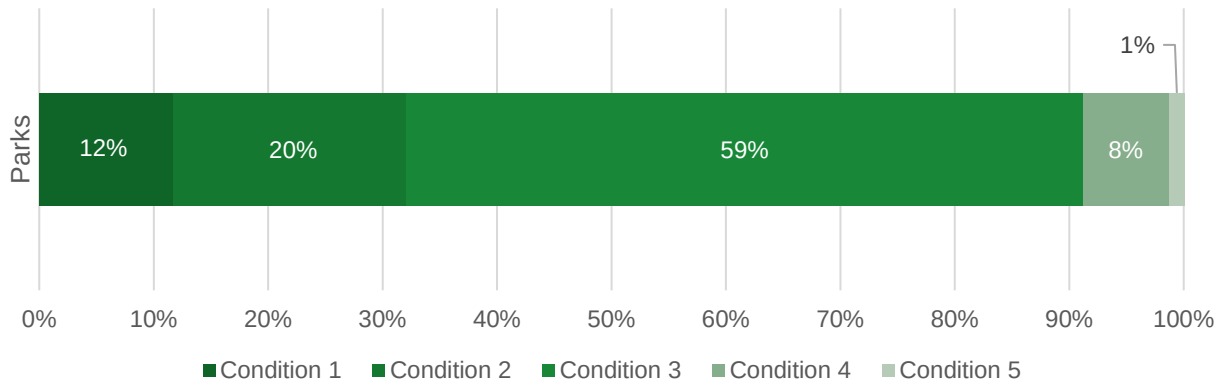
Current – Tree Management Levels of Service

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
Function	To improve the environmental, social and financial benefits that trees provide to the community Providing trees of suitable species and condition that achieves benefits	Urban Forest Strategy, Street Tree Master Plan, Tree Species List, and Park Tree Management Plans guide species selection and planting criteria.	Increase in canopy cover, health and overall longevity of tree population	Achieved/ Ongoing measure
Safety	To provide a safe and hazard free environment	Trees inspected annually. Reported accidents and incidents and claims	Dangerous hazards or public safety matters are responded to and made safe within 2 hrs	Achieved
Responsiveness	To provide proactive, responsive service that promotes tree health and longevity and minimises ongoing maintenance requirements	Timeframes outlined in completing customer service requests	>95% of customer requests completed on time. Respond to customer request within 48 hours, complete works required within 14 days	Achieved

Current Asset Condition Ratings

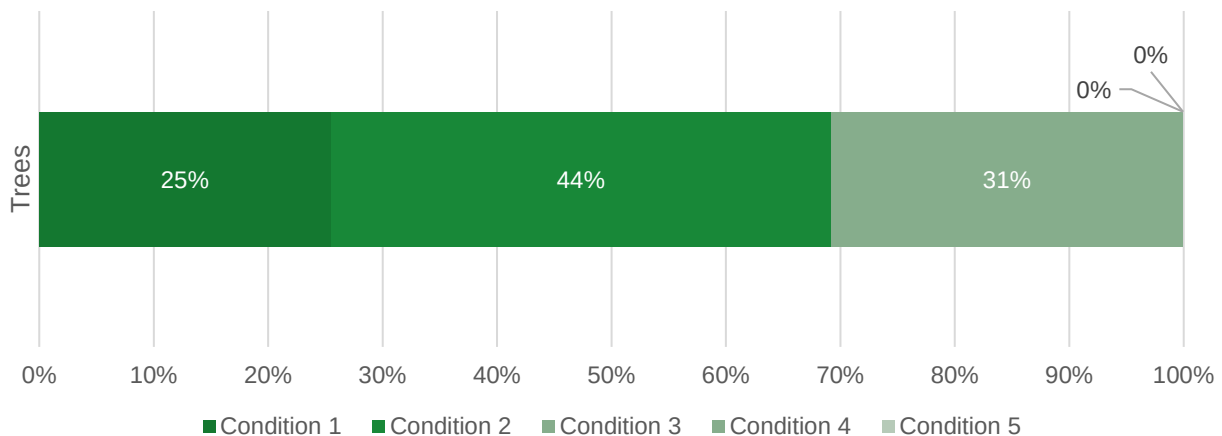
Current Asset Condition: Parks

The chart below shows the asset condition ratings of parks and greening assets, as a percentage of the gross replacement cost. The difficulty in assessing parks for conditions due to the change in weather patterns can show variability in condition over the short term.



Current Asset Condition: Trees

The chart below shows the asset condition ratings of all trees in the City of Sydney. All street trees, park trees and trees within City properties are now in one dataset in the corporate asset management system and their conditions are being assessed in the same way. As these are living assets, these conditions are more of an indication of health.



Below are photographs that demonstrate the condition of Parks and Tree assets.

Condition	Parks	Trees
Condition 1 Very Good		
Condition 4 Poor		

Lifecycle Costs

The table below shows the trend for the last 5 years of infrastructure expenditure for the parks and open spaces and tree network. Operational and maintenance expenditure is obtained from the internal unit operational budgets and the renewal, upgrade and new expenditure from the capital work program.

Parks

Year	Operating/ Maintenance	Renewal	Upgrade	Expansion
2019/20	16,321	10,967	1,951	13,904
2020/21	19,326	12,068	2,773	18,390
2021/22	19,647	7,762	4,101	9,588
2022/23	21,278	10,509	4,688	6,746
2023/24	23,036	16,013	11,681	8,056
5 Year Average	19,922	11,464	5,039	11,337

Figures shown in \$000



Figure 8. Image: City Farm, Sydney Park, St Peters

Tree Management

Year	Operating/ Maintenance	Renewal	Upgrade/Expansion
2019/20	8,757	1,416	1,212
2020/21	8,987	617	800
2021/22	9,190	1,456	758
2022/23	9,411	1,661	666
2023/24	10,013	642	1,927
5 Year Average	9,272	1,158	1,073

Figures shown in \$000

The costing of some tree maintenance activities is combined with general park maintenance activities. Capital Upgrade and Capital Expansion for Trees is combined – both refer to new trees in this category.

Maintenance, Renewal and Upgrade costs

This table shows the Report on Infrastructure Assets as at 30 June 2024 in accordance with the Office of Local Government of Accounting Practice and Financial Reporting. It shows the estimates to bring the open space assets to a satisfactory standard as described in the 'Estimate of Cost to bring asset to satisfactory condition' section of this report.

Asset Class	Asset Category	Estimated Cost to bring assets to satisfactory standard**	Estimated Cost to bring to the agreed service set by Council ##	2023/24 Required Maintenance	2023/24 Actual Maintenance
Open space & Recreational assets	Open Space	19,539	36,179	22,215	23,036

** As per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better. These cost assessments remain highly subjective as in previous years

- reflects the estimated cost to restore all assets assessed to be at a condition beneath Council's minimum service levels. These standards (i.e. target conditions) reflect the strategy of maximising the consumption of the assets' service potential before renewal works are undertaken.

The City's general definition of agreed level of service is that any asset that has reached a Condition 4 – Poor or Condition 5 – Very Poor should be renewed as a matter of priority.

Asset Valuations

Listed below are the current replacement cost and written down values (depreciated value).

Asset Type	Current Replacement Cost	Written Down Value
Parks and Open Spaces	818,894	326,925
Park Trees	59,544	59,544
Street Trees	117,821	117,821
Total	996,259	504,290

Figures shown in \$000

* For the purposes of financial reporting, trees are not depreciated but in order to determine the lifecycle requirements, a notional consumption based on a typical life of trees are used.

Environmental Sustainment and Resilience

Transitioning to Environmentally Sustainable Assets

The City of Sydney has an integrated strategic approach to environmental sustainability, with goals and actions set out in our community strategic plan cascading into strategies and plans.

The following asset management activities are core to environmental sustainability in parks assets and support the City to achieve its goals. The biggest opportunity for our parks is in water use, urban greening, regeneration and biodiversity.

Theme	Core Asset Management Activities
Climate Action	– reducing urban heat impacts: providing shade and passive cooling, specifying surfaces that reflect light – transitioning away from fossil fuel plant and equipment as viable alternatives become available – reducing embodied carbon through material and design specifications
Greening Sydney	– plant choices consider changing climate conditions – increase greening through park and streetscape design and operation – ensure trees and vegetation are protected during works
Water Stewardship	– install, use, and maintain water capture and reuse infrastructure – consideration of efficient water use for parks operations – install low water use plants, use mulch and undertake soil improvements to hold soil moisture to reduce irrigation requirements

Theme	Core Asset Management Activities
	– optimise water consumption via use of smart water meters and irrigation systems, with weather and soil condition monitoring where available – use of permeable surfaces to allow water to soak into the landscape following rain events
Restoration of natural environments	– identify opportunities for native vegetation regeneration and native wildlife habitat – waste materials are collected, sorted and returned to productive re-use – managing and remediating contaminated land – ensuring any risk of pollution entering air, soil or water from city parks is properly managed

Water Use

Parks assets use water to maintain the health of vegetation. Parks operations activities to deliver levels of service can affect water use and nutrient load in local waterways.

The City of Sydney maintains 20 park-scale water harvesting systems to reduce reliance on potable water, and as a drought risk mitigation strategy.

Operational planning, smart irrigation systems and smart meters are used by the parks service to monitor, control, and optimise parks water use, by responding to weather conditions, detecting leaks for rectification, and identifying water efficiency opportunities.

A water use forecast has not been developed, as usage is a function of park utilization, rainfall and leaks.

Year	Actuals			
	2020/21	2021/22	2022/23	2023/24
Parks assets water use (ML)	120	99	114	112

Greening and Biodiversity

Parks, open space and tree assets provide critical green infrastructure and habitat in Australia's most dense urban environment. Forecast climate conditions will affect these assets. Decisions made now will help to reduce the risk for future asset loss, especially for long lived assets such as trees. The City of Sydney's Urban Forest Strategy, supported by the Tree Species List and Street Tree Master Plan addresses this risk through research informed guidance including the identification of species that will thrive under the changing climate conditions.

The City's tree management contract ensures qualified arborists maintain the health of our 50,000 street and park trees. This comprehensive program focuses on increasing canopy cover, including procedures to assist new trees to quickly establish and provide much needed canopy cover.

The City maintains 15 hectares of bush restoration land. These areas provide habitat for various plants and animals, securing biodiversity. Qualified bush regenerators work in partnership with City staff to establish new areas, create habitat, improve plant growth and manage weeds. Data from citizen science programs that identify local species are used to tailor projects to protect and enhance habitats.

Operational Carbon Emissions and Energy Use

The City of Sydney's parks and open space assets use energy for parks amenities buildings and park lighting. Since July 2020 all operational electricity is 100% renewable, either through onsite Solar PV or through the direct purchase of renewable electricity from a wind and two solar farms. There is no gas use associated with the operation of parks and open space. Therefore, there are zero emissions associated with this asset class. This is expected to be maintained over the period covered by the Environmental Strategy 2021-2025.

Emissions associated with fleet and contractor fuel use, and waste generation are included in the City's carbon reporting, we cannot reliably attribute these emissions to activities in parks.

The City of Sydney models the impact of planned projects on our future emissions. It also tracks the effect of energy efficiency projects which will continue to be delivered as a core tactic for our ambition to be a net-zero organisation.

The forecast predicts that electricity consumption will remain steady in the period covered by the Environmental Strategy. There is a slight increase expected towards the end of the reporting period due to increased open space across the local area, including Perry Park Sports Field and the new Crescent Synthetic Sports Field.

Year	Actuals				Forecast
	2020/21	2021/22	2022/23	2023/24	2024/25
Electricity consumption (MWh)	1,798	1,798	1,814	1,800	1,900

Concluding Remarks

The City is allocating sufficient funding to provide for the maintenance of parks infrastructure, with significant amounts being allocated to renewing and upgrading the parks and trees.

The City is managing the assets effectively and addressing the maintenance and renewal requirements and Special Schedule - Report on Infrastructure Assets cost to satisfactory requirements consistent with the Office of Local Government performance measures.

The Greening Sydney Strategy commitments will expand the tree canopy and increase the total amount of trees in the city. This has been accounted for in the medium to long term.

Buildings

Background

The City's urban landscape is heavily reliant on its architectural assets to deliver services to its residents, corporate entities, and commercial lessees. The city's portfolio of assets encompasses a wide variety of property types, including indoor and outdoor aquatic facilities, libraries, operational depots, public restrooms, commercial real estate, and community spaces, with the renowned Sydney Town Hall being a notable example.

These structures are subject to considerable wear and tear. Regular inspections, continuous risk evaluations, compliance procedures, and condition assessments are conducted to aid city officials in making informed decisions regarding reactive and planned maintenance needs, capital expenditure forecasts, and long-term property strategy alternatives.

The city's portfolio is currently divided into two distinct categories: community and commercial. The necessary expenditure on the City's building renewal program will fluctuate annually and will be influenced by:

- Health and safety risk assessments
- The age of the assets
- The condition of the asset components
- Budget priorities
- Capacity constraints to deliver services
- On-going maintenance demand
- Changes to service requirements
- The nature of the asset and its heritage and cultural significance.

The Green Square Urban Renewal Project has led to a significant population surge and a corresponding increase in demand for new community facilities and local services. The City has recently completed new facilities in this area, including the Gunyama Park Aquatic Centre and the Green Square Creative Centre.

Timing and funding for new and expanded/upgraded facilities will influence budget allocations and potential development contributions, and this will be reflected annually within the Long Term Financial Plan.

Assessing the condition of building assets is often a complex task, as they comprise numerous building components, often in varying states of condition. The City has established condition targets for buildings that reflect property strategy requirements. In some instances, a building may have a poor or very poor condition rating and will be included as part of a major future redevelopment plan for the site, or the site may be closed.

The City currently has external property services providers for facilities management, and property management. The facilities management contract includes building asset, condition and maintenance data collection for the entire portfolio which will inform how the City can improve property services and asset use.

Asset Inventory

The table below shows the description and quantity for the building assets.

Asset Type	Description	Quantity
Community Portfolio	Cost effective fit for purpose accommodation enabling the provision of services into the Community. Buildings include depots, community halls, childcare centres, libraries, public toilets, Town Halls, indoor and outdoor aquatic centres, recreational facilities etc	204
Commercial Portfolio	Buildings owned or utilised by the City for commercial or business purposes	73
Total		277

The total number of buildings includes buildings owned and managed by the City, buildings managed by third parties e.g. Queen Victoria Building, Capitol Theatre, Capitol Square (Watkins Terrace), Manning Building or leased by the City.

Levels of Service

The table below shows key target and current levels of service. The service levels have been reviewed and updated in 2024.

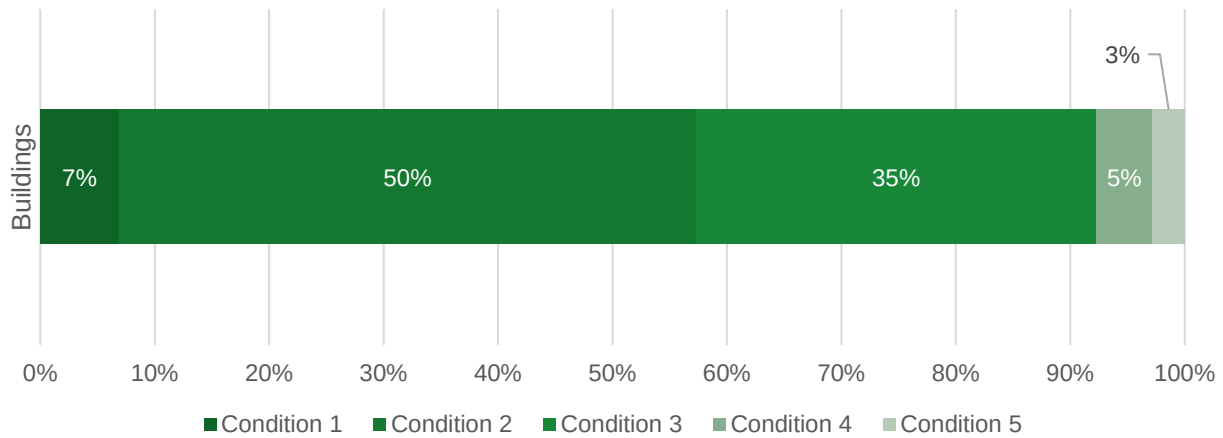
Current Levels of Service

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
Function	Ensure each building has met compliance obligations	Conducting regular maintenance and annual property inspections	Independent annual certification	Achieved
Safety	Minimise significant risks to the public, staff and contractor	Regular Property inspections	Reported monthly Audited annually	Achieved
Quality	Ensure each building is presented and maintained in an acceptable condition	Register of annual property inspections	Target Condition Index set building by building	Current average condition is satisfactory levels, at 2.5

Key Performance Category	Service Objective	Performance Measure Process	Target	Current Performance
Environment	Ensure the City achieves the target of reducing emissions	Monitoring and reporting of targets through the SMART platform	Achieve reducing operational emissions by 80 per cent by 2025 from the 2006 baseline	79% reduction against baseline
	Ensure the City achieves the potable water use target	Monitoring and reporting of targets through the SMART platform	Zero increase in potable water use by end June 2025 from 2006 baseline.	Achieved
	Ensure the City achieves resource recovery targets for operational waste and recycling	Monitoring and reporting of targets through the SMART platform	90 per cent diversion from landfill, with 50 per cent source separated recycling, from City-managed properties by end June 2025	Achieved
	Ensure the City achieves the resource recovery targets for construction and demolition waste generated and managed by City operations	Monitoring and reporting of targets through the SMART platform	90 per cent recovery of construction and demolition waste generated and managed by City operations by June 2025	Achieved

Current Asset Condition Ratings

The chart below shows the distribution of asset condition ratings of the City's building assets, as a percentage of the gross replacement cost.



Condition 1 – Very Good



Condition 5 – Very Poor

Lifecycle Costs

The table below shows the trend in the last five years in infrastructure expenditure for the buildings assets portfolio. Operational and maintenance expenditure is obtained from the Business Unit operational budgets and the renewal, upgrade and new expenditure from the capital work program reports. The 5-year average is the basis for the long-term lifecycle costs.

Year	Operating/ Maintenance	Renewal	Upgrade/Expansion
2019/20	39,501	8,398	43,983
2020/21	36,196	14,955	26,897
2021/22	39,964	17,301	11,559
2022/23	46,743	24,182	15,889
2023/24	50,008	27,848	16,494
5 Year Average	42,482	18,537	22,964

Figures shown in \$000

Maintenance, Renewal and Upgrade costs

This table shows the *Report on Infrastructure Assets* as at 30 June 2024 in accordance with the Office of Local Government Code of Accounting Practice and Financial Reporting. It shows the estimates to bring the buildings assets to a satisfactory standard as described in the 'Estimate of Cost to bring asset to satisfactory condition' section of this report.

Asset Class	Asset Category	Estimated Cost to bring assets to satisfactory standard**	Estimated Cost to bring to the agreed service set by Council ##	2023/24 Required Maintenance	2023/24 Actual Maintenance
Buildings	Non Specialised	25,138	40,790	49,152	46,890
	Specialised	6,779	7,719	2,932	3,117

Figures shown in \$000

** As per Office of Local Government Requirements, reflects the estimated cost to restore all Council assets to condition '3' or better. These cost assessments remain highly subjective as in previous years

- reflects the estimated cost to restore all assets assessed that are at a poorer condition than Council's set minimum service levels. These standards (i.e. target conditions) reflect the strategy of maximising the consumption of the assets' service potential before renewal works are undertaken.

The City sets a Target or Minimum asset condition for each building in the portfolio. These are reflective of the current strategy for the building, in some cases a building will have a poor condition rating as the target because it is identified for upgrade or closed. The City's general definition of agreed level of service for Property is the cost to reach the condition Target for that building.

Asset Valuations

Listed below are the current replacement, written down value (depreciated value) and current insurance replacement value.

Asset Type	Current Replacement Cost	Written Down Value	Current Insurance Replacement Value
All Building Portfolios	\$2,200.0	\$1,775.9	2,360
Sydney Town Hall	\$664.4	\$449.3	685.2
Total	\$2,864.4	\$2,225.3	3,048

All figures are \$M

Other valuation methods are used within this category of assets.

Financial accounting valuation – this is based on a mix of market value (where available) and replacement (where market not available). The gross replacement values are disclosed in Special Schedule 7. The financial statements recognise assets leased to or by the City in some instances,

for example, Queen Victoria Building, over which the City does not have day to day maintenance control.

Current replacement value (insurance value) for the entire portfolio – this represents the actual cost incurred if the buildings under the City's control needed to be replaced as a whole and is generally what the property is insured for.

Environmental Sustainment and Resilience

Transitioning to Environmentally Sustainable Assets

The City of Sydney has an integrated strategic approach to environmental sustainability, with goals and actions set out in our Community Strategic Plan cascading into strategies and plans.

The following asset management activities are core to environmental sustainability in Property assets and support the City to achieve its goals. The biggest opportunity for our properties is in energy use and electrification, water use and resource recovery.

Theme	Core Asset Management Activities
Climate Action	– ensuring appliances, plant and equipment are as energy efficient as possible. Use building management systems, passive heating and cooling to reduce energy consumption – electrify equipment that currently uses gas, transitioning away from other fossil fuel using plant and equipment as viable alternatives become available – install renewable energy generation equipment – reducing embodied carbon through material and design specifications
Greening Sydney	– increase greening through landscaping design – ensure trees and vegetation are protected during works
Water Stewardship	– install, use, and maintain water capture and reuse infrastructure – install water meters to monitor use and identify leaks – ensuring appliances, plant and equipment are as water efficient as possible – consideration of water use during construction works
Restoration of natural environments	– waste materials are collected, sorted and returned to productive re-use. – specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources – managing and remediating contaminated land – ensuring any risk of pollution entering air, soil or water from city properties and activities is properly managed

Operational Carbon Emissions and Energy Use

Operational energy use in the City of Sydney's property portfolio includes electricity use in all buildings and gas to heat pools. Since July 2020 all operational electricity is 100% renewable, either through onsite Solar PV or through the direct purchase of renewable electricity from a wind and two solar farms. Therefore, there are zero emissions associated with electricity from this asset class. The use of gas in properties, and refrigerants in air-conditioning systems contributes to the City's operational emissions.

The City of Sydney models the impact of planned projects and property portfolio changes on our future emissions and changes in energy use as a core tactic for our ambition to be a net-zero organisation.

The forecast predicts that emissions associated with this asset class will decline over the period covered by our Environment Strategy, despite an increase in the total number of properties owned by the City of Sydney. None of the additional properties will use gas, and all additional electricity use will be emissions free due to our 100% renewable electricity contract.

Electricity consumption increased in 2023/24 as a result of electrification projects, such as converting equipment that heat aquatic centres. Despite increased electricity consumption, electrification projects have an overall benefit as they reduce gas consumption and thus reduce our carbon emissions.

Our certified carbon neutral status will be maintained each year through the purchase of verified offsets for those net emissions we cannot eliminate, as we have since 2007.

The table below shows the change in electricity and gas use and change in carbon emissions for the reporting years of the Environment Strategy.

Year	Actuals				Forecast
	2020/21	2021/22	2022/23	2023/24	2024/25
Electricity consumption (MWh)	15,667	15,946	18,662	20,282	20,200
Gas consumption (GJ)	87,464	79,422	88,601	70,448	64,500
Total carbon emissions tCO ₂ -e	6,486	6,112	6,286	5,177	4,250

Emissions associated with fleet and contractor fuel use, and waste generation are included in the City's carbon reporting, however we are not able to reliably attribute these emissions to properties activities.

Water Use

Property assets' water use includes the water for our aquatic centres, and water use by occupants of the buildings. The City uses smart meters to identify leaks and water efficiency opportunities. The increase in 2022/23 was due to the opening of a new aquatic centre, Gunyama Park.

A water use forecast has not been developed, as use is a function of building occupancy and leaks.

Year	Actuals			
	2020/21	2021/22	2022/23	2023/24
Property assets water use (ML)	215	193	293	253

Resource Recovery

Property assets provide source separation options for building occupants as a core tactic to reduce waste to landfill and increase recycling rates. Town Hall House, Eveleigh Early Learning and Preschool and Ultimo Community Centre have on-site organic waste processing equipment. The output from this equipment is used in City parks.

Data from the property asset's waste collection contractor aligns with good practice reporting, through the Better Building Partnership's guidelines for operational waste. This enables the City of Sydney to identify opportunities to improve resource recovery.

The management of construction and demolition waste in line with the City's resource recovery targets is included in all construction contracts.

Year	Actuals			
	2020/21	2021/22	2022/23	2023/24
Operational waste diverted from landfill	92%	93%	90%	92%
Source separated operational waste	52%	54%	51%	49%
Construction and demolition recycling rate – building construction	93%	88%	94%	85%

Concluding Remarks

The City is allocating sufficient funding to provide for the renewal of the building assets, with significant amounts being allocated to renewing and upgrading the buildings.

The challenges facing council is the ability to resource the delivery of the capital works program. In the short term, internal resources will shift from upgrade/expansion projects to renewal projects.

Lifecycle cost estimates will continue to be refined with future iterations of this Plan, following the completion of the overarching Property Strategy and building management plans.

The Long Term Financial Plan indicates that the City is budgeted to renew the building assets at a sustainable rate over the next ten years whilst meeting the required levels of service. The City is managing the assets effectively and addressing the maintenance and renewal requirements and Special Schedule - Report on Infrastructure Assets requirements consistent with the Office of Local Government performance measures.

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People Strategy 2025–2029

The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area.

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Cover image: City of Sydney staff member at Waterloo Library. Photo by Abril Felman / City of Sydney

Executive Summary

The City's Community Strategic Plan Delivering Sustainable Sydney 2030-2050 identifies the community's main priorities and aspirations and includes the strategies we can take to achieve these. The community strategic plan has 10 strategic directions and 6 guiding principles that consider the values expressed by the community and inform the City of Sydney in its decision-making. The plan includes 10 targets to enable change to be measured over time.

Our Delivery Program 2025-2029 is the City's 4-year program that translates the community's aspirations and strategic goals into actions. It identifies the principal activities the City will undertake to perform all of our functions using the resources identified in the Resourcing Strategy.

In deciding the activities to be undertaken and the level of service to be provided, the City needs to consider its available resources – its workforce, its financial sustainability and assets. Our People Strategy (this document) is an important part of our resourcing strategy and is updated every 4 years with each new delivery program. The achievement of the communities' aspirations and projects will be possible largely due to the committed efforts of our people – our employees and managers.

Our people are in a strong position to contribute to a sustainable and resilient Sydney by embracing the challenges and opportunities articulated in the community strategic plan and the delivery plan.

In the years prior to our People Strategy 2025-2029 being developed, we experienced some of the most unpredictable, challenging times in recent memory due to the Covid-19 pandemic. This period saw our organisation and people adapt to deliver unprecedented responses, leaving us with significant learnings to draw on as we moved forward.

Now as we face cost of living pressures, we also know that the future will continue to see considerable disruption. That means that we must develop and implement proactive strategies now to shape the future of our workforce, in service of the City of Sydney community.

The People Strategy 2025-2029 outlines the key issues impacting the City's workforce and will guide people related decision making, priorities and investment to support the outcomes in the community strategic plan.

The People Strategy forms an important part of our integrated resource planning, ensuring that we can deliver on our business goals and are future ready. The People Strategy recognises evolving community needs and the skills our people require to address the social, economic, and environmental sustainability challenges ahead.

It builds on the solid foundations established in our previous workforce plans, such as progress made in key areas such as flexible working, innovation, employee wellbeing, and workforce agility.

The People Strategy 2025-2029 continues our 3 core objectives:

1. Energising our people and our workplaces by fostering a people first culture. If we do this well, we will support our employees to be their best selves, acting in the best interests of the community that we serve.

Building on this foundation, we will ensure that our organisation, practices, and capability keep pace and embrace the new world of work. This includes:

2. Adapting our ways of working for the future.
3. Strengthening our value proposition^{Error!}
Bookmark not defined. and recruitment experience to attract and retain diverse, skilled people.

Introduction

Insights informing development of the People Strategy

The People Strategy 2025-2029 forms an important part of our resource planning, ensuring that we can deliver on our business goals and are future-ready. The strategy recognises evolving community needs and the skills our people require to address the social, economic and environmental sustainability challenges ahead.

Analysis of internal and external data sources generated insights that informed the development of our 2025-2029 People Strategy. Specifically:

- Staff surveys
- Stakeholder and leadership interviews
- Staff focus groups
- Workforce data
- External employee experience insights (LinkedIn, Seek, Glassdoor)
- External talent trends in the context of local government and relevant sectors
- Executive workshops.



Figure 1. City of Sydney staff at Gunyama Park Aquatic and Recreation Centre, Zetland – Photo by Chris Southwood/ City of Sydney

Feedback helped us understand where we are now, and where we want to be in the future.

Consistently, staff told us that the City of Sydney has many strengths as an employer. People feel safe at work, connected to their teams, and supported with the information, tools and resources to perform their roles.

The Covid experience for employees has been varied. With limited opportunities for social interaction, this period has weakened ties between many colleagues at work and eroded informal organisational connections.

We heard that there are opportunities to better attract, engage and grow current and future employees. This includes strengthening the connection between individual and organisational purpose, providing an attractive, clear and holistic value proposition, and evolving our ways of working to support better collaboration and inclusive flexibility.

We are operating in a changing environment

To remain a progressive force and leader within a dynamic external environment, we have to foresee what is coming and shape our direction in anticipation.

Mercer's Global Talent Trends 2022 and other significant future of work research publications (e.g. Microsoft Work Trends Index 2021) points to the need for organisations to support employees to reclaim a sense of energy, joy and autonomy as they reshape their lives post-pandemic. Amplifying energy in the workforce will require an ongoing focus on managing wellbeing and mental health. It will also require a focus on enhancing employee experience by understanding differences in what motivates and inspires purpose in individuals.

Additionally, in the context of the acceleration toward virtual and digitised ways of working, there is now a need to build upon the strong bonds within teams to drive greater cross-team connections.

Finally, there are number of global trends that will have considerable influence on the future of the City of Sydney. These include:

- the climate emergency
- housing affordability and the cost of living
- density and demographic change
- rapid advances in technology
- trust, social polarisation and truth
- social isolation and connectedness
- economic transition.

To lead change in this context, we will be required to effectively harness the concerns, ideas, and aspirations of our communities as we develop local solutions. It will also require us to be an effective partner with other local government, private sector and civil society organisations. With this in mind our organisation needs to be equipped with the right culture, skills and experiences to remain responsive and ensure our future success .



Figure 2. City of Sydney Ranger – Photo by Abril Felman/ City of Sydney

The 2025-2029 People Strategy sets the scene for our deliberate evolution

Our last People Strategy 2022-2026 was developed in the context of Covid recovery and analysis of internal and external insights helped us frame 3 critical questions that informed it's development. These were:

1. How can we re-boot our organisation, workplace culture^{Error! Bookmark not defined.} and employee experience to build back stronger, amplify our collective and individual energy and strengthen inclusion and belonging?
2. How can we embed and adopt new ways of working and foster the capabilities required for the new world of work?
3. How can we advance our value proposition and recruitment experience to address skill shortages in a competitive market?

These questions remain relevant for our People Strategy 2025-2029 and will continue to guide us as we reflect upon the fundamental ways in which expectations of work and workplaces have dramatically changed.

The People Strategy 2025-2029 recognises that we have the opportunity to be deliberate in what we do next – for and with our people. We know that this will not be an easy task as changes will require sustained attention over the next 4 years, and beyond. However, as an organisation, we are committed to leading this evolution, and resourcing it appropriately to ensure committed, deliberate focus on driving action and implementation to see it brought to life.

Alignment to our Diversity and Inclusion Action Plan

Equal Employment Opportunity, and Diversity and Inclusion principles inform all that we do. **Error! Bookmark not defined.**

The 2025-2029 People Strategy is built upon a commitment to a diverse and inclusive workplace that is free of discrimination. We understand that having a diverse and inclusive workforce improves organisational performance, innovation and service quality.

Our EEO, Diversity and Inclusion Action Plan 2022-2026 is a supplementary document to this People Strategy. It recognises that promoting workplace equity, diversity and inclusion is more than a legislative requirement – it is essential to our success as a local government organisation that caters to the diverse communities who live, work in and visit the City of Sydney.

We want the City of Sydney to be an organisation where everyone has an equal chance to work with us and the opportunity to realise their potential and progress their careers. We seek to improve on several areas including developing a holistic approach to being a socially responsible organisation through our procurement, employment, workplace supports, engagement practices, accessible communication and collaboration.

In May 2023, Council requested the Chief Executive Officer to develop an overarching anti-racism framework or charter that addresses structural, interpersonal (everyday bias), intersectionality and institutional racism and discrimination in the workplace and across our city. This work is underway.

Our seventh Inclusion (Disability) Action Plan was developed in 2025. To create a more inclusive and accessible city, last year, the City invited people with disability and other relevant stakeholders to provide feedback to inform that work.

People Strategy 2025-2029

Our People Strategy 2025-29 continues our 3 key objectives, which together recognise that change is the 'new normal', and that we need to continuously evolve and adapt to keep pace with the changing environment and the new world of work.



Figure 3. Diagram of People Strategy objectives



Figure 4. Volunteers packing Hampers of Hope – Photo by Chris Southwood/ City of Sydney

Objective 1: Foster a people first culture

Sustainable Sydney 2030: the Vision was first endorsed by Council in 2009 and updated in 2022 as Sustainable Sydney 2030-2050 Continuing the Vision. This vision for a more sustainable Sydney has driven a strong sense of purpose and progress over the last 15 years. This powerful vision was a strong attractor for new employees and a motivating force for existing employees.

While a compelling vision remains important, the world of work as we know it, changed significantly with the onset of the Covid-19 pandemic. In the post-pandemic environment, community and employee expectations have changed. We know that the community need us to be even more responsive, future focused and representative of the diverse people we serve. At the same time, we know that employees increasingly expect work to provide experiences that are empathetic, efficient and enriching.

In this context, we recognise a need to reenergise our people and our workplaces and to strengthen a sense of purpose and engagement in our employees and managers. The next phase of our journey toward 2050, provides us with an opportunity to foster this, as we also adapt, innovate and transform to meet new expectations.

At the core of our people strategy, objective one paves the way for a strengthened connection between our internal people experience and the experience of the community we serve. Put simply, the people we serve will reap the benefits of a highly energised workforce, made up of employees who find sources of joy and inspiration through their connection to the purpose of the organisation and the communities we serve.

Our workplace culture and practices need to both enhance our collective drive and meet people and their individual needs where they are. To do this, we will focus on reconnecting employees with the organisation's vision and updated values and build capability in our leaders to lead with empathy, and role model collaboration, inclusion and individual accountability in the new world of work. If we create a people first culture, we will support our people be their best selves, acting in the best interest of our communities.

Priority actions

- Reinforce employee's connection to our new purpose and vision to drive energy and engagement
- Strengthen connections between our community and employees to amplify a strong sense of purpose
- Rebuild social connections in the workplace to connect people across teams and business areas
- Support individuals to strengthen their own wellbeing and reinvigorate energy
- Implement the City's mentally healthy workplace plan to support workplace wellbeing
- Build and strengthen leadership capabilities for the new world of work, including:
 - o Managing teams in the context of digitisation and new ways of working
 - o Stakeholder engagement and collaboration
 - o Building a diverse workforce and inclusive ways of working.

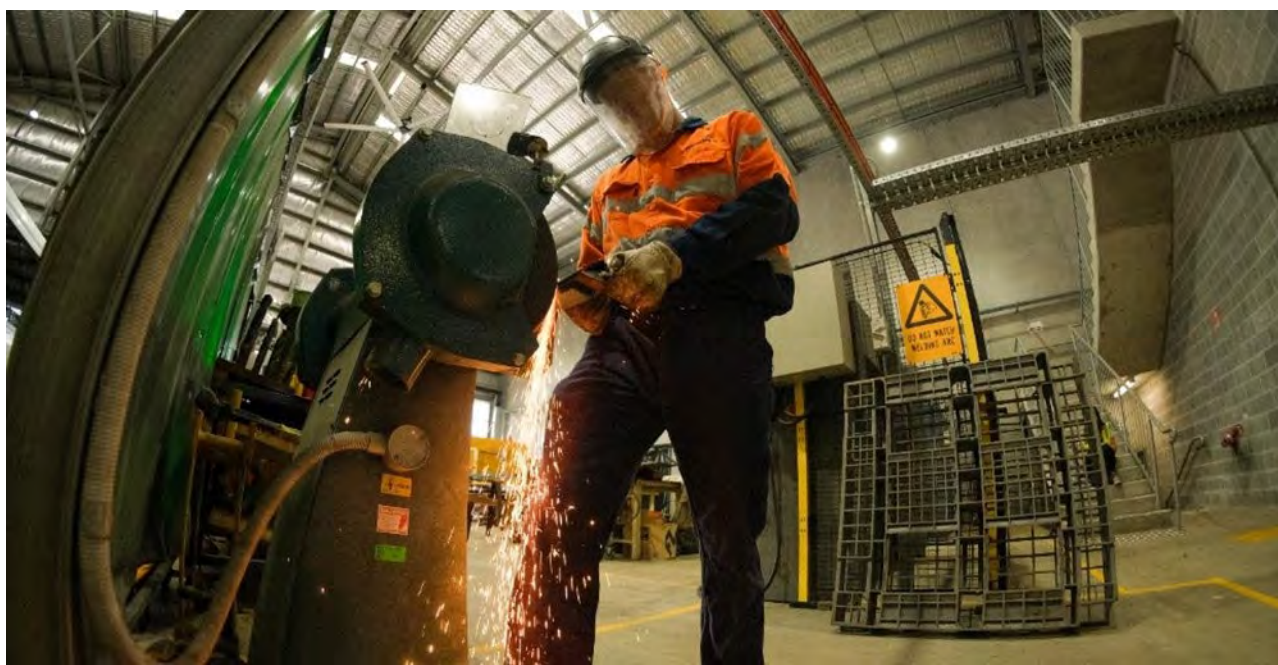


Figure 5. Alexandra Canal depot staff at work

Objective 2: Adapt our ways of working

With a strong workplace culture and experience at the core, we will focus our attention on keeping pace and embracing the new world of work.

Community expectations are changing. Our local businesses, residents and visitors are changing how they use online services and interact socially – they expect information and services to be easy to access and use, and always available. To develop seamless, community-centric solutions and services, collaboration across the organisation is critical.

The expectations of employees also changed as the pandemic rapidly accelerated shifts in hybrid and flexible ways of working. Many Australian employees now expect that work tasks can be performed digitally at any time and from anywhere.

To remain a leading employer and a role model in government, we will reshape our ways of working. To do this, we will redefine and enable ways of working that align to our desired culture and unlock collaboration and cooperation at all levels in the organisation. This includes articulating a new vision for ways of working, elevating cross functional success stories, and resetting inclusive flexible and hybrid working^{Error! Bookmark not defined.} to ensure that practices support different segments of our workforce.



Figure 6. Online staff networking zoom event, during lockdown – Photo by Harleen Oberoi / City of Sydney

We also recognise that resetting for the future includes fostering the development of strong, cutting-edge skillsets required to drive progress and remain responsive to an increasingly digital world. We will do this by developing digital and data literacy, and technical skills across the workforce, as well as embedding a human centric mindset^{Error! Bookmark not defined.} in all employees to ensure we design services with the user at the forefront.

We will also support our leaders to be adaptive, empathic, and skilled in navigating change and complexity.

If we deliver on this, we will ensure enriching, connected and skilled ways of working for our people that will ultimately deliver better outcomes for our community.

Priority actions

- Equip managers to continue to lead in the environment of hybrid and flexible ways of working
- Optimise City's hybrid working practices to drive stronger collaboration and strengthen social capital across the workforce
- Foster the development of strong skillsets required to drive progress and remain responsive to an increasingly digital world
- Embed a human centric mindset in all employees to ensure we design services with the user at the forefront
- Support our leaders to be adaptive, empathic, and skilled in navigating change and complexity.

Objective 3: Strengthen our value proposition and recruitment experience

To succeed in having the desired impact in our community, the City of Sydney needs the right people, with a diverse set of skills and experiences. We know that within the broader employment market, there are wide-spread resource shortages making access to people from the external market very competitive and challenging.

Additionally, talented people will always have career choices, so as an employer we need a compelling value proposition (which means the rewards, benefits, and experiences that we can offer to our employees). We recognise that to stay competitive, the recruitment experience has to present the best of what a career at City of Sydney can offer to attract talented people to the organisation.

We also know that we must equip our leaders and managers with the right insights and resources to make strategic hiring decisions that ensure we have the right people, in the right roles at the right time.



Figure 7. City staff with our first electric truck – Photo by Jennifer Leahy / Silversalt

This means optimising our internal processes to enhance candidate and hiring manager experience, redefining our value proposition and partnering with other organisations to attract diverse, skilled people to careers in the local government sector. It also means building capability in managers and leaders to make evidence-based recruitment decisions.

We understand that to retain our existing employees we need to deliver on our value proposition, by enabling people to actively shape their growth and development in the workplace. We will do this by unlocking experience-based development as well as offering externally competitive formal learning opportunities.

If we are successful in this, City of Sydney will be an employer of choice for the best candidates irrespective of age, background, and abilities. Managers will also be enabled and have confidence that our processes are responsive to the emerging employment landscape.

Priority actions

- Optimise our recruitment processes to drive speed and enhance the candidate and hiring manager experience
- Redefine our value proposition to attract and retain diverse, skilled people to work at the City of Sydney
- Review graduate and cadet programs to attract and retain diverse early career workers
- Invest in skills that are of strategic priority for the future, such as:
 - o Human experience design and service
 - o Data analytics and insights
 - o Digital literacy
 - o Innovation and continuous improvement.
- Partner with other organisations to promote the value proposition for the local government sector and attract diverse, skilled people to careers in the local government sector.



Figure 8. Rosanna Barbero, Addison Road Community Organisation (left) and City of Sydney CEO Monica Barone (right) – Photo by Chris Southwood/ City of Sydney

Supporting Documents



Figure 9. City of Sydney staff at Alexandra Canal depot

Our Workforce Profile 2024

Workforce at a glance¹

- At 30 June 2024, we had 1,938 employees, excluding casuals and agency staff.
- 56.8% of employees were male, compared to 43.2% female.
- 3.1% of employees identified as Aboriginal and/or Torres Strait Islander.
- 2.4% of employees identified as living with a disability.
- 26.7% of employees reported that they were from a culturally and linguistically diverse background.
- 5.6% of employees identified as people of diverse sexualities and genders (formerly referred as LGBTQI+).



Image 1. City of Sydney staff, June 2023

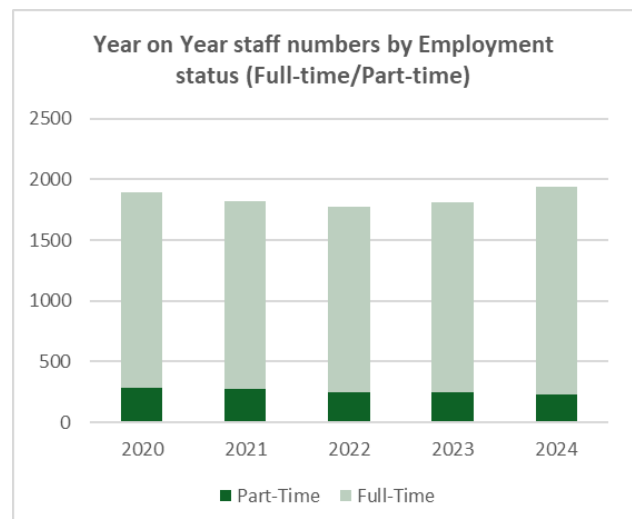
Workforce Composition

Our workforce consists of people employed on a continuing, fixed term and casual basis, supplemented with agency workers.

Contingent staff (casual employees and agency workers) meet fluctuating demand for seasonal work or major events such as New Year's Eve.

At 30 June 2024, there were 1,938 non-casual employees, of which 94.6% were employed on a permanent basis and 5.4% were employed on a fixed term basis. In addition, there were 253 casual employees.

86.1% of employees are employed full-time as shown in the graph below.



Separations

The voluntary separation rate (also known as the employee-initiated separation rate) for permanent and fixed term employees during 2023-24 was 6.4% as compared to 10.8% in 2022-23. This is attributed to efforts made to retain employees and the settling of the New South Wales labour market post Covid.

The separation rate for new employees, i.e. those that commenced during 2023-24, excluding the completion of term appointments

¹ Sourced from the City's workforce profile data as at 30 June 2024. Non casual employees include – permanent, term contracts, apprentices.

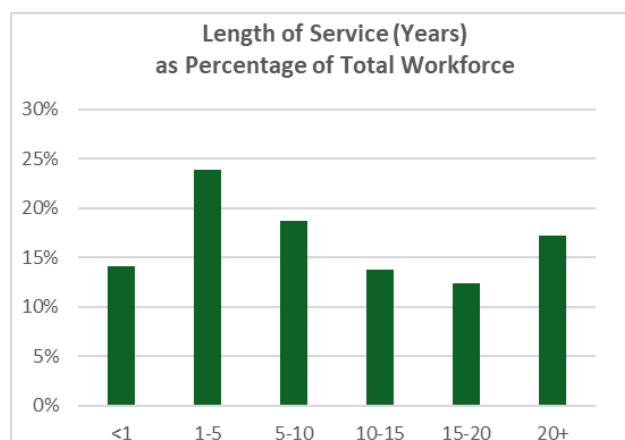
(also known as the new starter turnover rate) was 7.7% as compared to 13.8% in last reporting period.

Length of service

The median length of service of permanent employees on 30 June 2024 was 7 years, in line with the median length of service of 7 years in NSW public sector agencies ².

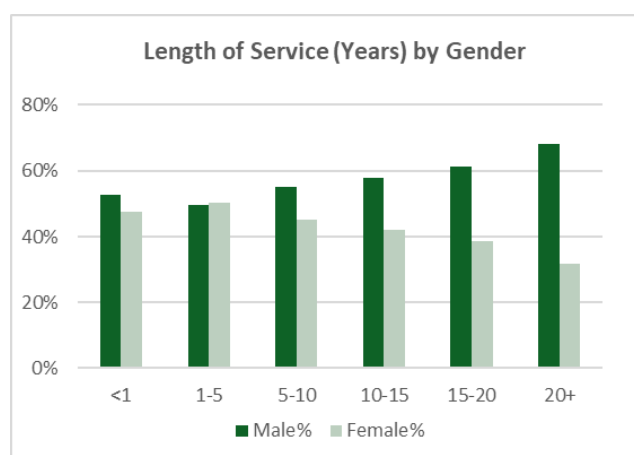
Overall, 34.2% of employees had less than 3 years of service and 42.4% had less than 5 years of service.

The graph below shows length of service in years.



Source: Workforce profile extract as at June 2024

Further analysis shows that there are fewer female permanent and fixed term employees as service tenure increases. In contrast, men have longer lengths of service at the City, particularly at 20+ years of service.



Age

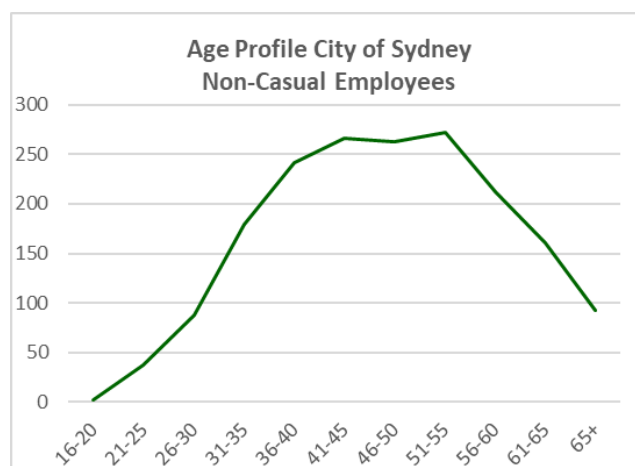
At 30 June 2024 the average age of permanent and fixed term employees was 47 years. This compares to the average age of 43 years in NSW public sector agencies.

Many of our employees are aged between 36 to 55 years old, representing 56.9% of the City's workforce.

15.7% of employees were aged under 35 years, which is lower when compared to NSW public sector employees which have 29.0% at 30 June 2023.

There are 25.9% of City of Sydney employees aged 55 years and over. In comparison, 22.8% of employees in NSW public sector agencies were aged 55 years and over at 30 June 2023³.

The graph below shows the number of employees in each of the age groups.



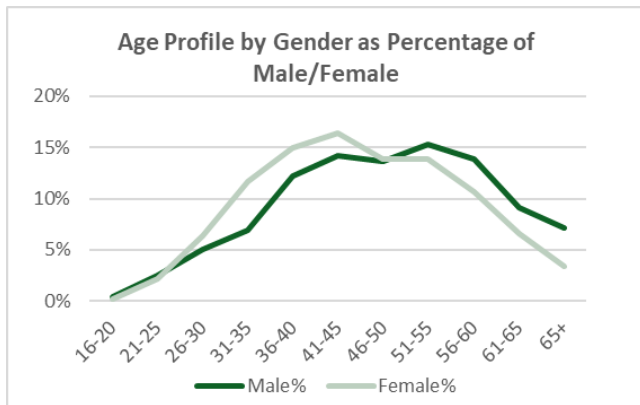
Source: Workforce profile extract as at June 2024

The age profile for male employees is older than for female employees. 63.8% of permanent and fixed term female employees are aged under 50 years compared to 50.6% of males.

The next graph shows the age profile of employees by gender.

² NSW Public Service Commission Workforce Profile Report 2023.

³ NSW Public Service Commission Workforce Profile Report 2023.



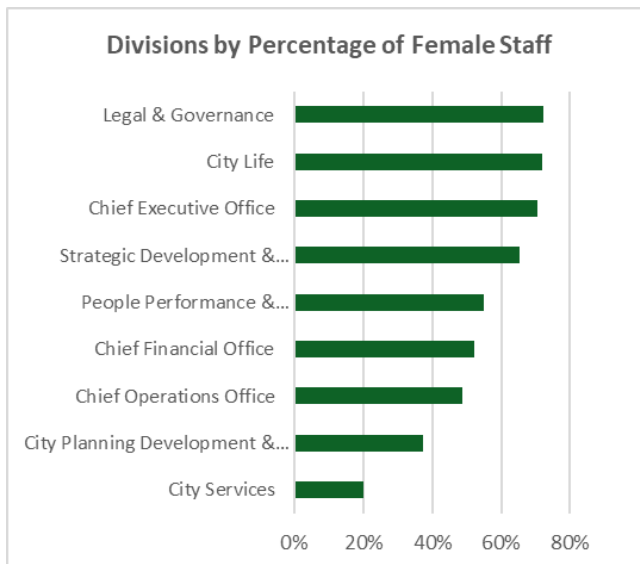
Source: Workforce profile extract as at June 2024

Gender

At 30 June 2024, 56.8% of permanent and fixed term employees were male, compared to 43.2% female.

Female employment has increased over the past years, from 39.2% in 2012, to the current level of 43.2%.

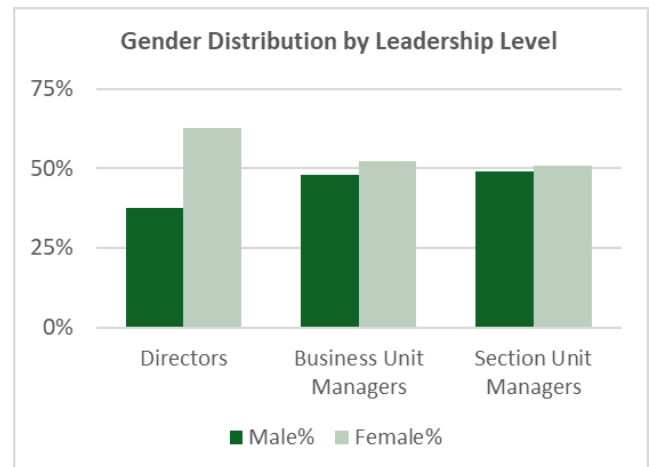
The percentage of female employees varies across the City. Amongst our divisions, City Life and Legal and Governance divisions have the highest percentage of permanent and fixed term female employees, which is 72%, followed by Strategic Development and Engagement division which has 65%.



Source: Workforce profile extract June 2024

At 30 June 2024, the overall proportion of female employees performing managerial and supervisory roles at the City of Sydney was 54.5% as compared to 41.8% in 2014. This is higher than the overall percentage of female employees at the City (43.2%).

The next graph shows that in 2024, the proportion of women at director level was 62.5%, at the business unit manager level was 52.2% and at section manager level was 50.9%.



Source: Workforce profile extract June 2023

Pay Equity

In 2024 the City undertook its eighth gender pay equity review guided by the Workforce Gender Equality Agency framework. We calculated our gender pay gap (the gap between the average total remuneration of women and men across the City) on 2 measures of pay – total remuneration (base pay plus variable pay including overtime) and base salary.

Our total remuneration gender pay gap was 3.8% in favour of women compared to WGEA total remuneration national pay gap of 21.7% in favour of men and the public sector pay gap of 13.5% in favour of men.

The base salary gender pay gap was 9.4% in favour of women. This compares with the national gender pay gap of 11.5% in favour of men.

Diversity and Inclusion

Aboriginal and Torres Strait Islander employees

At 30 June 2024, 3.1% of our permanent and fixed term employees identified as being a person of Aboriginal or Torres Strait Islander

descent. This compares to 3.9% reported in the NSW Public Sector Workforce Profile, 2023⁴.

The City is working towards its Stretch Reconciliation Action Plan employment target of 3.4% by 2025.

The City Services division has the highest percentage of Aboriginal and Torres Strait Islander staff (4.8%), followed by City Life (3.3%).

Employees with Disability

At 30 June 2024, 2.4% of our permanent and fixed term employees reported having one or more limitations or restrictions associated with a disability. This compares to 2.6% of employees reported in the NSW Public Sector Workforce Profile, 2023⁵.

The City is working to increase the participation of people with disability in its workforce in line with its Inclusion (Disability) Action Plan.

Culturally and Linguistically Diverse (CALD) employees

As at 30 June 2024, 26.7% of employees identified as a part of culturally or linguistically diverse (CALD) group.

The City implemented the Diversity Council Australia's Counting Culture methodology, which has improved the data capture for culturally and linguistically diverse employees.

Employees with diverse sexualities and genders

In 2017, the City of Sydney became one of the first councils to collect information for employees who identify as being LGBTQI+ employees. Currently 5.6% of City employees identify as being people with diverse sexualities and genders.

The table below shows changes over the last 4 years.

Employee Group	2021	2022	2023	2024
Aboriginal and Torres Strait Islander employees	2.5%	2.8%	2.9%	3.1%
Employees with a disability	1.6%	1.5%	2.1%	2.4%
Culturally and linguistically diverse employees	19.7%	21.1%	24.3%	26.7%
Employees with diverse sexualities and genders	3.9%	4.4%	5.2%	5.6%

We acknowledge that there are many factors influencing whether employees report their individual diversity data, and that these may contribute to under-reporting. We continue to encourage employees to self-identify as being a part of a diversity group, to build a more accurate picture of the workforce and to provide more support to employees.

⁴ NSW Public Service Commission Workforce Profile Report 2023.

⁵ NSW Public Service Commission Workforce Profile Report 2023.

Where do the City of Sydney's employees live?

At 30 June 2024, an estimated 13.2% of permanent and fixed term employees lived within the City of Sydney local government area. This represents the largest group of City of Sydney employees. In addition to proximity to the workplace, the City of Sydney has supported the direct employment of people who live in the local area and particularly Aboriginal and Torres Strait Islander residents.

The heat map below shows the residential locations for our employees.



EEO, Diversity and Inclusion Action Plan



Figure 10. Creative hoardings covering the building, corner of Park and George Streets, during its 2022 renovation – Photo by Abril Felman / City of Sydney

Our commitment to Equity, Diversity, and Inclusion

At City of Sydney, we recognise that promoting workplace equity, diversity and inclusion is more than a legislative requirement – it is essential to our success as a local government organisation that caters to the diverse communities who live, work in and visit the City of Sydney. We also understand that having a diverse and inclusive workforce improves organisational performance, innovation, engagement and service quality.

Diversity and inclusion make good business sense because they deliver a range of positive organisational, team and individual outcomes. (Diversity Council of Australia, 2021)

We understand that a broad range of perspectives, approaches and ideas make us better in delivering business outcomes as well as working collaboratively with Sydney's multicultural society with its varied cultures, abilities, gender identities, languages, traditions, religious and spiritual practices.

We demonstrate our commitment to diversity and inclusion by respecting our employees, and treating employees fairly and equitably. We strive to eliminate discrimination, to actively remove barriers to inclusive employment and to promote workplace relationships that are based on understanding and respect. We want to foster a safe environment where people feel valued for who they are.

We want the City of Sydney to be an inclusive organisation – one in which employees trust they will be treated fairly, feel diversity is valued and respected, and report that top leaders demonstrate a genuine, visible commitment to diversity and inclusion.



Figure 11. City of Sydney staff participating in Mardi Gras parade, March 2022 – Photo by Abril Felman/ City of Sydney

Our commitment to these diversity and inclusion outcomes is reflected in the following plans and programs:

- Stretch Reconciliation Action Plan 2025-2028
- Inclusion (Disability) Action Plan 2025-2029 Participation in the Human Rights Commission's IncludeAbility program
- Disability Confident Employer status (from the Australian Network on Disability Network)
- Our annual Gender Pay Gap reporting
- Aboriginal and Torres Strait Islander workforce strategy 2023-2026

The commitments in these plans and programs will not be repeated in this document.

This Action Plan demonstrates our ongoing commitment to action. It outlines our high-level and aspirational goals for 2025 – 2029 and the ways we will monitor and review our progress.

Background

The City of Sydney (the City) aims to provide a work environment that supports equity, diversity, and inclusion, and is free from discrimination, harassment, and vilification as determined by legislation. The City believes that a diverse workforce that reflects the community it serves and represents, is better equipped to understand and meet their needs.

The City is committed to meeting the Equal Employment Opportunity (EEO) obligations outlined in Section 344 of the Local Government Act 1993:

- Eliminate and ensure the absence of discrimination in employment on the grounds of race, sex, marital or domestic status and disability in councils, and
- Promote equal employment opportunity for women, members of racial minorities and persons with disabilities in councils.

State alignment

In addition to the *Local Government Act (NSW) 1993*, this plan also considers other state-level policy and legislation, including:

- *Anti-Discrimination Act (NSW) 1977*
- *Multicultural Act (NSW) 2000*

- *Disability Inclusion Act (NSW) 2014*
- *Carer Recognition Act (NSW) 2010*

National Alignment

The preparation of this plan also considers national policy and legislation, including:

- *Human Rights and Equal Opportunity Commission Act 1986*
- *Racial Discrimination Act 1975*
- *Sex Discrimination Act 1984*
- *Disability Discrimination Act 1992*
- *Age Discrimination Act 2004*

City alignment

This EEO, Diversity and Inclusion Action Plan is informed by the City's community strategic plan. It supports the vision for Sydney to be a highly connected city – that is, a city that is diverse, welcoming and inclusive; one that will be resilient with the capacity to adapt to change and withstand adversity.

This plan also aligns with other City initiatives, including:

-
- Stretch Reconciliation Action Plan 2025-2028
- Inclusion (Disability) Action Plan 2025-2029
- Human Rights Commission's IncludeAbility program
- Disability Confident Employer status
- Annual Gender Pay Gap reporting.

Moreover, the plan supports Sydney becoming a city for people – a socially supportive community that is safe, and inclusive. Feeling safe is associated with being free from discrimination based on gender, ethnicity or origin, culture, language, relationship status, pregnancy, sexuality, race, medical conditions or disability, age and political or religious belief.

Key Deliverables

This Action Plan sets out the key deliverables that address the City's commitment to EEO principles and which together provide a roadmap for a diverse and inclusive workplace. These include actions to:

- Deliver the workforce commitments within the City's Stretch Reconciliation Action Plan 2025 – 2028

- Implement the workforce actions within the Inclusion (Disability) Action Plan 2025 – 2029
- Report on gender equity as part of an annual workforce reporting process and implement initiatives to improve gender equity
- Embed the principles of diversity and inclusion in the City's core people management processes (recruitment, learning, development, performance) and leadership and employee capabilities and related programs
- Develop initiatives to further support workplace diversity and inclusion including among Aboriginal and Torres Strait Islander people, people with disability, women, culturally and linguistically diverse (CALD) people (including refugees and asylum seekers), LGBTIQ+ people, young workers, mature age workers, and carers.



Figure 12. Yabun Festival celebration, Victoria Park, Camperdown – Photo by Joseph Mayers / Joseph Mayers Photography

Our achievements

We recognise we still have much work to do.

However, we are building upon a strong foundation and have a lot to celebrate, including:

- Achieving accreditation from the Australian Network on Disability to become a Disability Confident Recruiter
- Becoming a member of the Australian Human Rights Commission's IncludeAbility employers' network
- Increasing the number of Aboriginal and Torres Strait Islander employees from 1.6% of our workforce in 2016 to 3.1% in 2024
- Achieving the gender equality target of 50% female representation in leadership roles
- Being one of very few organisations to have a positive pay gap in favour of women, reflecting a high number of women in management roles
- Becoming one of the few organisations to collect data and report on the workforce participation of LGBTIQ+ staff
- Sponsoring the Counting Culture Research – an Australian first approach for defining, measuring, and reporting on workforce cultural diversity in a respectful, accurate and inclusive way by Diversity Council Australia (DCA) and the University of Sydney Business School
- Establishing Executive level sponsors to promote workplace diversity and inclusion
- Maintaining active employee reference groups – City Women, City Pride,

DiverseCity, InclusiveCity (Disability Employment), Young Professionals Network and the Aboriginal and Torres Strait Islander staff network

- Establishing targeted mental health awareness and mental health first aid training for staff and management



Figure 13. Beginners tai chi class focusing on physical and mental wellbeing – Photo by Katherine Griffiths / City of Sydney

Our work has also been recognised by others:

- 2024 Best Places to Work finalist – Australian Financial Review
- 2023 Inclusive Employer – Diversity Council of Australia
- 2023 NSW Local Government Excellence Award winner – Organisational Diversity and Inclusion – Diversity Employee Networks
- 2023 NSW Local Government Excellence Award finalist – Innovative leadership – Purpose and Values
- 2023 NSW Local Government Excellence Award finalist – People, Workplace, Wellbeing – Modern workforce flexibility program
- 2023 Diversity and Inclusion Leadership Award – Urban Development Institute of Australia (UDIA) and MYBOS Awards – Progressive leadership in diversity and inclusion program
- 2020 Ministers' Award for Women in Local Government – Employment Diversity – Metropolitan
- 2019 Australian HR Award– Best Workplace Diversity and Inclusion Program
- 2019 Australian Human Resource Institute (AHRI) finalist – Diversity and Inclusion Champion
- 2018 Local Government NSW Award – Best Diversity and Inclusion Program
- 2018 and 2019 Ministers' Award for Women in Local Government – Women in non-traditional roles
- 2018 Australian LGBTIQ+ Awards – Finalist – Best New Employee Network.

Developing the Action Plan

Planning

The City undertakes diversity and inclusion action planning through annual and longer-term management plans linked to the business planning cycle. This integrated approach ensures diversity actions are incorporated in workforce planning and major business change initiatives.

Responsibility

A commitment to equity, diversity and inclusion at the City starts with the Chief Executive Officer and the Executive. Overall corporate responsibility for monitoring workforce diversity and inclusion lies with the Executive Director People, Performance and Technology. Managers and staff throughout the City are responsible for implementing EEO principles and supporting a diverse and inclusive workplace.

Monitoring and Evaluation

Monitoring and evaluation of equity, diversity and inclusion performance is a regular part of the annual business planning and reporting cycle. The City is required to periodically report progress against equity, diversity and statistics to the Council and other government bodies in addition to ad hoc requests from other government agencies.

Informing

The EEO, Diversity and Inclusion Action Plan 2022-2026 includes actions to ensure staff are kept informed of the initiatives and of their EEO rights and responsibilities in the workplace. Information is shared through:

- Online communication including intranet, email and online resources
- Specific Diversity and EEO related training programs and inclusion of Diversity and EEO topics in a wide range of general training programs
- Leadership and staff briefings/information forums
- Induction training
- Diversity network meetings.

Review of policies and practices

The City's policies and practices are monitored to ensure they are consistent with equity, diversity and inclusion objectives and EEO legislation and are informed by best practice research and resources. Equity, diversity and inclusion principles are considered in major projects, when developing new or changed work practices and when creating and reviewing relevant policies.

The EEO Policy applies to all City staff, agency staff, consultants, job applicants, contractors, volunteers, trainees and work experience participants. The City, being the responsible employer, is legally accountable for discrimination in employment matters. The City's programs are informed by the *EEO (Commonwealth Authorities) Act 1987*. The Act requires organisations to have programs that:

- Promote the employment of designated disadvantaged groups (Aboriginal and Torres Strait Islander peoples, people with disability, people from non-English speaking backgrounds and women)
- Facilitate the elimination of all forms of unlawful discrimination and harassment in the workplace.

The Act also requires annual reporting on progress against program objectives, which the City does each year in its annual report.

Focussing our efforts on 3 strategic goals

1. Build a more diverse workforce

Build on our strengths and learn from others to recruit and retain a diverse workforce and invest in leadership diversity.

2. Foster inclusion and belonging

Maintain a workplace that is safe, collaborative, and accountable - one in which employees trust they will be treated fairly, see that diversity is valued and feel as if they belong.

3. Create awareness and build effective measures

Build awareness and skills in diversity and inclusion. Strengthen workforce data and evidence to inform effective decision making and programs

1. Build a more diverse workforce

Build on our strengths and learn from others to recruit and retain a diverse workforce and invest in leadership diversity.

Diversity refers to the mix of people in an organisation – that is, the differences between people in how they identify in relation to their Aboriginal and/or Torres Strait Islander background, age, caring responsibilities, cultural background, disability status, gender, religious affiliation, sexual orientation, gender identity, intersex status, and socio-economic background⁶.

These identities may shape the way people view and perceive their world and workplace – as well as how others view and treat them.

We understand that a broad range of perspectives, approaches and ideas make us better in delivering business outcomes as well as working collaboratively with Sydney's multicultural society with its varied cultures, abilities, gender identities, languages, religious and spiritual practices.

At the City we see diversity and inclusion as critical business enablers. Helping us attract and retain high potential employees, to futureproof our relevance and capacity to solve complex real-world problems, to be leaders in the local government space, change agents, to develop our capability to lead on matters of national and global importance and to connect respectfully with our citizens and places.

⁶ Diversity Council Australia, <https://www.dca.org.au/di-planning/getting-started-di/diversity-inclusion-explained>

We also accept that we have a social responsibility to advance the employment of people who are unfairly excluded or disadvantaged in the workforce.

We strive to embrace diversity and inclusion at all stages of the employment cycle, from attraction, recruitment, and selection to access to training, promotional and development opportunities. Not only do we want to attract new talent from different backgrounds, we want to support our existing employees to develop their skills and careers at the City and achieve their best.

We will achieve this by:

- Promoting the City of Sydney as an inclusive employer of choice, that values and supports diversity in its workforce.
- Partnering with specialist employment agencies to attract Aboriginal and Torres Strait Islander candidates and candidates with disability to work for the City of Sydney.
- Reviewing our entry-level programs to help create a diverse talent pool for the future – this involves ensuring our programs include strategies to create pathways to permanent positions.
- Streamlining our recruitment and selection processes to support the objectives of this plan, remove barriers and reduce the risk of unconscious bias.
- Improving diversity in our selection and interview panels.
- Analysing retention trends of employees from under-represented groups to identify and mitigate issues, if any.
- Broadening our pool of diverse leaders across the organisation.

2. Foster inclusion and belonging

Maintain a workplace that is safe, collaborative, and accountable – one in which employees trust they will be treated fairly, see that diversity is valued and feel as if they belong.

Inclusion refers to getting the diverse mix of people in an organisation to work together to improve performance and wellbeing. Inclusion in a workplace is achieved when people from diverse backgrounds feel that they are:

- Respected for who they are and able to be themselves
- Connected to their colleagues and feel they belong
- Contributing their perspectives and talents to the workplace and
- Progressing in their career at work⁷.

An inclusive organisation contributes to greater psychological safety and wellbeing, and a stronger sense of belonging. People are more likely to feel their contributions are valued and are more comfortable raising their ideas and concerns.

The City aspires to be a place where all people are valued and respected, have equal access to opportunities and are encouraged to fulfil their talents and potential. We understand that in order to reap the benefits of a diverse workforce we must create and cultivate a workplace that enables diverse perspectives to be heard and empowers all employees to participate and contribute. To become a recognised leader in diversity and inclusion, we must foster a culture of respect, transparency and accountability and demonstrate this through measured and reported actions.

⁷ Diversity Council Australia, <https://www.dca.org.au/di-planning/getting-started-di/diversity-inclusion-explained>

It has never been more important for the City to prioritise inclusion and belonging. The Covid-19 pandemic has affected our city and community in many ways, with significant impacts on parents and carers, access for people with disabilities, new mental health challenges, and financial hardship. Building a culture of belonging in this context is critical to our reset and rebound to the future.

We also acknowledge that in order to succeed, this plan must be driven from the top. Without visible leadership engagement and accountability there's a risk that diversity and inclusion will be considered a secondary nice to have rather than the strategic priority that we believe, it is. We have established leadership commitment and processes to ensure accountability for diversity and inclusion outcomes.

We will achieve this by:

- Engaging and empowering our diverse employees through our employee network groups.
- Implementing the City's mentally healthy workplace plan to support workplace belonging and wellbeing.
- Addressing factors contributing to psychological safety for diverse employees and action mitigation strategies to address any systemic barriers.
- Ensuring our internal policies support an inclusive working environment.
- Strengthening leadership and manager capabilities to build a diverse workforce and manage inclusive ways of working.
- Strengthening our leadership engagement and accountability for diversity and inclusion outcomes.
- Continuing to implement the City's Aboriginal and Torres Strait Islander Workforce Strategy to support the recruitment, retention, support, and development of Aboriginal and Torres Strait Islander staff.
- Implementing the Cultural Inclusion Strategy 2022-2026.
- Learning from and sharing good practices, experiences and lessons learned across business areas and with our external partners.

3. Create awareness and build effective measures

Build awareness and skills in diversity and inclusion. Strengthen workforce data and evidence to inform effective decision making and programs.

Diversity and inclusion is everyone's responsibility – and that's why it is the actions and behaviours of employees and managers at all levels of our organisation that will determine how successful we are in creating an inclusive culture. We believe that all our employees are responsible for creating an inclusive and supporting environment within their sphere of influence.

As a large and complex organisation, communication and engagement can sometimes be challenging. Strategic communications and stakeholder engagement will encourage buy-in to our goals through consistent, clear, and honest messaging. We will support awareness raising through appropriate workplace education and training.

We will regularly monitor our progress and evaluate the effectiveness of our strategies and initiatives. Progress measures will include the collection of workforce diversity data, employee engagement, evaluation of learning activities, and diversity performance compared to benchmarks.

Overall progress against the goals and targets in this plan will be reported bi-annually to the City's leadership team throughout the duration of the plan.

We will achieve this by:

- Increasing our employees' awareness and appreciation of diversity and inclusion through targeted engagement and learning activities.
- Continuing to monitor the diversity of our job candidates and employees in order to understand the make-up of our workforce and to identify barriers which may be affecting the recruitment, progression or experience of diverse candidates and employees.
- Developing and delivering diversity and inclusion training aimed at addressing unconscious bias in the workplace and promoting inclusive leadership and management practices.
- Educating hiring managers and key decision makers on embracing diversity in recruitment and selection.
- Regularly reporting on the diversity dashboards and other workforce planning analytics metrics.
- Promoting voluntary equal employment opportunity identification (including questions from Counting Culture research) to measure and better understand the diversity of our workforce. This will be supported by an internal communication explaining the importance of collecting this information.
- Monitoring the workplace experiences of diverse segments of our workforce.
- Deploying effective communication channels to promote understanding of lived experiences of diverse employees.

Glossary

Belonging: the individual sense of being accepted in the workplace.

Capabilities: the skills, knowledge areas, behaviours and mindsets needed at an individual level to adapt and to succeed in the context of continuously emerging changes at work.

Collaboration: a working practice whereby individuals work together for a common purpose to achieve an outcome.

Data analytics: use of data-informed methods to improve planning, decision making and management.

Digital literacy: having the capabilities to learn and work in an environment where communication and access to information is increasingly through digital technologies, which includes internet platforms, social media, and mobile devices.

Employee experience: the intersection of an employee's expectations (including needs, wants and values), their environment (including culture, people and leaders, work, programs and processes and workplace / tech) and the events (including life, career and organisation) that shape their journey within an organisation.

Human centric mindset: a mental disposition / attitude that cultivates deep empathy for the core needs of individuals. In the context of solving problems, a human centric mindset means balancing the needs of the organisation with the needs of users, customers and the community.

Hybrid working: a flexible working model where employees work partly between the physical workplace, and partly remotely – at home or from another workspace.

Inclusion: the achievement of a work environment where all individuals are treated fairly and respectfully and provided of equal access to opportunities and resources to ensure they can contribute fully.

Organisational culture: a “pattern of shared basic assumptions” (Schein, 1992) that guide how work gets done within an organisation. It includes the organisation's vision, norms, systems, symbols, language, assumptions, environment, location, beliefs and habits.

People first culture: a culture that actively considers and fulfils the needs of all people, including the community and employees. Within the organisation, a ‘people first’ culture ensures that people of all backgrounds, ages and abilities belong and are given the opportunity to thrive.

Skills: the ability to perform a certain task / activity or to manage a certain tool, technology or process.

Value proposition: the collection of rewards and benefits that a company can offer its employees, in return for the capabilities and experiences that they bring to the company.

Ways of working: the set of principles, practices and processes that determine how a team / organisation collaborates to deliver outcomes.

Workforce planning: the process through which an organisation analyses and plans for the workforce and capabilities it needs in the future to ensure it has the right people, in the right place, at the right time.

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Information and Technology Strategy 2025–2029

The City of Sydney acknowledges the Gadigal of the
Eora Nation as the Traditional Custodians of our local area.

CITY OF SYDNEY 

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Cover image: Person using a device against a city backdrop, with technology theme overlay depicting a connected city – Photo Getty images

Summary

This strategy outlines how the City of Sydney plans to develop and use information and technology services over the next 4 years.

It responds to growing community, client, and workforce expectations that life and work tasks can be performed digitally at any time and from anywhere.

Our local businesses are rapidly embracing new capabilities into their service delivery models. And our residents and visitors are changing how they use online services and interact socially. As a local government agency, we need to meet these expectations, make the most of new technologies and make the right services easily available.

With the ever-growing presence of technology, we also need to ensure the right controls are in place for privacy, security, and the ethical management of personal information.

This strategy forms part of the City of Sydney's Resourcing Strategy and aligns with our community strategic plan, Delivering Sustainable Sydney 2030–2050.

This strategy does not describe our work on influencing the digital economy of Sydney and enhancing the digital literacy and inclusion of our communities – that work is detailed in other City of Sydney documents, including the community strategic plan. Our previous information and technology strategy in 2017 set the foundations for a new generation of service delivery systems and best practice management and governance of technology, information and data.

This strategy builds on our earlier work and sets actions that will transform our capability in digitalised services and the use of data and information. It sets these out in 3 key areas of focus.

Focus area 1: Developing community centric services

Our community expects a high standard for digital services. In the next 4 years we will increase the range and quality of our digital services and ensure a consistent and connected experience across our services. We will extend our digital channels to make it easier for our community to provide comments, share ideas and take part in consultation activities. We will also increase community access to digital equipment.

Focus area 2: Managing information and data for public good

Information and data present enormous opportunity for community and societal benefit. In the next 4 years we will continue to improve data quality, governance, management, and record keeping. We will publish open data to the City of Sydney's data hub and develop a document publishing hub that facilitates easier access to information.

Focus area 3: Optimising technology and communications infrastructure for service delivery

Digital systems and their supporting networks have become a core local government capability – they are essential resources and tools to run the City of Sydney's operations. We will review how we manage our foundational systems and technology to support changing business requirements, further improve cyber security and monitor advances in emerging and sensing technologies for our assets and services. We will also collaborate with stakeholders developing the Tech Central precinct to optimise placement and access to digital infrastructure.

Developing community focused services

Our residents, business and communities are at the centre of our work to transform the City of Sydney's digital services.

The digital systems and processes in local government have traditionally been property centric, focused on managing land, planning, property, public infrastructure and associated regulatory services. While this work remains a core responsibility, this strategy reframes digital services by placing the needs of our communities – our residents, businesses, and the other agencies we interact with, first.

Our new service systems will integrate how we manage incoming service requests across all areas of service delivery. For example, if a community member chooses to email us about a topic, make a follow up phone call, and message us on social media, we will be better able to coordinate these points of contact and our response.

We also want to move a majority of our information and transactional services onto digital channels to make doing business with us faster, simpler, more personalised and accessible.

This will allow our communities to interact with us easily and in real time, see the relevance in the services and information we provide, receive timely alerts and notifications, and have better mechanisms to give feedback on our services.

Current trends that have influenced this strategy

Our community expects a high standard for digital services

Community expectations for digital services have escalated in the last decade. We have seen rapid digital services development in e-health, e-commerce, remote learning, entertainment, the arts, social services, and events. These expectations have been amplified by the Covid-19 pandemic.

The Greater Sydney Commission reports:

“A 700% increase in telehealth services and large-scale increases in collaborative work and social platforms since the pandemic was declared and a 300% increase in library e-loans illustrate how the pandemic is accelerating the digitisation of all areas of life. Over the last 10 years the proportion of households in NSW with access to the internet increased from around 70% to around 85% across all categories of households”.

(Source: Greater Sydney Commission, 2020, City-shaping impacts of COVID-19)

People's food and shopping decisions are also more likely to be digital. Around 82% of Australian households shopped online in 2020 and total purchases were higher by 48.5% on 2019 levels. (Source: Inside Australian Online Shopping eCommerce update, December 2021)

Expectations of clear and consistent government communications are growing

In 2019 the City of Sydney's research into customer service needs identified that across all age groups, between 68% to 81% of our communities wanted to access our services all in one place online.

Our communities expect us to provide information upfront and once only, minimise unnecessary interactions with them, protect their personal and transactional data, and keep them informed to a level they choose, and in a communications style they prefer.

They want connected services that meet their needs and account for the context of their interests and circumstances. For example, the range of connected services needed for a life event like moving house, or for a stage of life such as children needing childcare and holiday activities, or for entertainment.

They also want rapid end-to-end transactions. These include being able to book, pay and receive a receipt in real time, and access to high-quality automated chat assistance to provide general and transaction-specific information.

Customer experience (CX) has grown as an industry and practice in the business sector over the past decade. And people now expect similar business grade services from government agencies. The NSW Government has made substantial progress toward this goal, making connected services accessible through the Service NSW online portal.

The City of Sydney also needs to provide responsive digital services that are easy to access and use, and to a quality that matches or exceeds people's everyday experiences and expectations.

Our digital channels are designed to support equity and inclusion

The City of Sydney targets WCAG 2.1 AA accessibility standards as the preferred standard for our digital properties and we work to influence third party providers to meet this benchmark.

Our digital channels will support equity and inclusion, reaching more people more quickly and easily than in-person services. Language accessibility and translation services are becoming increasingly viable.

We are using insights on how people respond to our digital services to learn more about needs and preferences and better target these services over time.

We also know that some people will require or prefer in person or phone services. As more transactions and general enquiries are fulfilled through online services, we will be able to free up capacity to help people with more complex needs.

During the Covid-19 pandemic, we gained stronger insights into the need for public access to the information technology available in our libraries and community centres. Access to digital equipment remains an issue for some members of our community.

Our role is to provide a connected end-to-end digital journey

The City of Sydney serves residents, businesses, visitors, and partners through multiple separate systems. Examples include systems for planning and property management, rates, waste management and direct community services.

However, interacting with disparate systems can provide an inefficient and fragmented experience with respect to contemporary expectations.

We aim to create an end-to-end journey that seamlessly draws from different business systems for easier interactions. This will require integrating our internal systems and processes to enable consistent and appropriate communications and build lasting relationships with our community members.

Centralised governance supports these efforts setting standards, streamlining operations, and providing a coherent strategic direction.

Artificial intelligence technologies help enable responsive connected digital journey

Our communities expect a personally customised experience as they interact with our digital channels. Artificial intelligence algorithms can help deliver this experience by using previous interactions to tailor predictive search, to power the virtual assistant and other navigations to quickly guide community members to the digital services they want, automate manual processes and data capture, and support improved real-time decision-making processes.

The City of Sydney will approach the use of this key enabler ethically, taking care to ensure our algorithms are free of biases that may generate poor or unwanted outcomes.

Open banking and payment options are diversifying

With the increasing use of digital wallets and services such as PayPal, and in the context of the recent pandemic, people expect contactless payment processing options.

There has also been substantial growth in banking, payments and financial data accessibility standards that has changed the provider and consumer landscape.

The City of Sydney needs to monitor these developments and continue to integrate diversified payment methods into our digital services.

Strategic statements

The City of Sydney will plan and develop responsive digital services that are easy to access and use, robust, always available, and at a level that matches our users' experience of digital products and services in everyday life.

We will use human-centred service design principles, involving co-creation and testing with users during the design and development

stages of our digital products and services. This will help ensure our services match our communities' needs, are easy to use and are informed by a diverse set of perspectives.

We will apply design and development standards and techniques to ensure our products and services are accessible and inclusive.

Third party systems will provide detailed transaction processing and data storage.

We will plan, design and execute integrations between systems to create a consistent and connected experience.

Priority actions

- Design and build a new, improved and richly featured customer portal and services layer (CityConnect).
- Progressively increase the range of digital services, using human-centred design practices, including co-design, and testing with our communities.
- Revise, redevelop and extend our digital channels for community engagement and consultation.
- Develop new and improved channels for booking and use of community facilities.
- Increase community access to digital equipment through focussed extensions to our public access to technology program and through partnerships with other providers in social services sector.
- Invest in integrations between systems to ensure a consistent and connected experience across our services.
- Extend our customer relationship management (CRM) solution to ensure technology works seamlessly for our communities across any channel.



*“Living in Sydney,
there’s so much ‘life
admin’, it would be
easier if I could get
it all done all in one
place.”*

- City of Sydney Research, 2019

Figure 1. Person using mobile device on a bench in Hyde Park – Photo by Mark Metcalfe/City of Sydney

Managing information and data for public good

Information and data are arguably the longest lasting assets of any organisation. They underpin all the City of Sydney manages and does.

The ever-increasing volume of information and data created in the digital economy present huge opportunities for community and societal benefit, but also considerable risks.

We need to protect information and data to ensure privacy and confidentiality, full and accurate records, long term access to records, and preserve history for future generations.

We manage information and data to comply with: *State Records Act 1998 (NSW)*; *Government Information (Public Access) Act 2009 (NSW)*; *Privacy and Personal Information Protection Act 1998 (NSW)*; and *Health Records and Information Privacy Act 2002 (NSW)*.

Trends that have influenced this strategy

Data protection and ethics are mainstream expectations

Australia has long been at the vanguard of privacy, confidentiality, and data ethics.

Strong privacy, access to information, and records management legislation are administered and monitored by federal and state bodies.

The City of Sydney has high standards in privacy, confidentiality, security, ethical use, and record keeping, but we need to continuously improve and remain vigilant.

Providing public access to information and data remains essential

Openness and transparency are the cornerstones of public sector institutions, promoting good governance, accountability, and high levels of community participation and trust.

As a NSW public sector organisation, we must comply with the Government Information (Public Access) Act 2009. This law is overseen and monitored by the NSW Information and Privacy Commission, which has a mandate to contribute to social and economic wellbeing in NSW by leading effective information access and privacy.

The City of Sydney has robust practices in place to comply with this Act. These practices need to keep pace with changing community needs and expectations, with more information and data being published under our proactive disclosure program.

The City of Sydney's Data Hub plays an important role in open access to information and supporting community innovation through open data sets, interactive maps, applications, and dashboards.

Growth in big data and analytics will change how we interact with our city

The astonishing growth in data worldwide along with advances in technology continue to drive growth in data analytics – the application of machine learning to understand patterns, predict the future, and help determine the best course of action.

Spatial analytics is particularly important for local governments as it provides insights on the built form and how people interact with it – what is working well and where improvements can be made.

Digital twins – near-time models of a place, building, or even city – continue to evolve underpinned by spatial data exchange, sensors, and spatial analytics. These have the potential to fundamentally change the way we understand, plan, and manage our area. When combined with virtual and augmented reality, the way we experience the City of Sydney area is also open to fundamental change.

Strategic statements

The City of Sydney will ethically manage personal and confidential information to prevent harm to people and organisations.

We will establish robust controls for Generative AI to ensure it is used responsibly, ethically, and will do no harm to people and organisations.

We will provide and promote equitable public access to City of Sydney information and data to meet the spirit and requirements of the *Government Information (Public Access) Act 2009*.

We will contribute to the information economy to foster innovation.

We will manage data in line with record keeping and archival requirements to ensure defensible business decisions and preserve history for future generations.

We will optimise the volume of physical and digital information and data to be managed and stored to ensure continued compliance with legislation, minimise costs, and reduce environmental impacts.

We will provide business and spatial intelligence for better planning, operations, and decision making.



Figure 2. Building data analytics capabilities – Sydney harbour skyline – Photo by Abril Felman / City of Sydney

Priority actions

- Establish data stewardship across the City of Sydney with a focus on privacy, confidentiality, security, ethics, quality, and sharing.
- Engage with academia, industry, and communities about our data hub and our archives and history resources catalogue to inform, engage, educate, and improve services to the community and encourage innovation.
- Develop a document publishing hub that complements the City's data hub and facilitates easier access to information.
- Digitise business processes for mobility and efficiency and improve data quality, data sharing, and records management.
- Deliver business and spatial intelligence and analytics solutions that provide actionable insights for improved planning, operations, and decision making.
- Digitise physical information for improved access to information, compliance with record keeping legislation, reduced storage, and management costs, and reduced environmental footprint.
- Educate the City of Sydney's workforce in information access, information and data governance and management, and business intelligence.

Optimising technology and communications infrastructure

Local governments now rely on digital and communications technologies as essential infrastructure for their services. Even services that are provided face to face or involve the planning, management, and maintenance of the physical aspects of the city and public domain rely on digital systems and technologies for planning and administration. Without reliable, fit for purpose technology the City's business continuity is at risk.

This dependence on technology to provide core local government services means we need longer term planning and appropriate investment. We also need strong capabilities to achieve the necessary standards, reliability, and security of services that support Sustainable Sydney 2030–2050 business outcomes.

Trends that have influenced this strategy

Digital systems and their supporting networks have become a core capability for resilient service delivery

We depend upon an increasing asset base to provide our services digitally. This has implications for funding and investment and managing this asset base to ensure digital services are secure, integrated and continually available.

The 3 main classes of technology assets are:

- public facing service channels, information display and data collection interfaces
- internal administration and operational systems to complete transactions and store the associated data and records
- digital infrastructure including data storage, networks, cabling and switching devices.

The City of Sydney uses a mix of vendor provided products and systems spanning these asset classes. Our employees are responsible for ensuring daily availability and continuity of the technology services, for constructing integrations between systems and for assurance of vendor deliverables.

Sufficient budget is required to ensure appropriate lifecycle management of these classes of asset, including project work for major uplift and renewal, and funded programs for management and maintenance.

Planning and managing these assets also requires a skilled workforce with capability in a range of electrical engineering specialisations including infrastructure, networking, applications development and integration, cyber security, and end user computing. The City of Sydney must attract and retain a sufficiently skilled engineering workforce to effectively manage this critical and complex set of assets and providers.

The associated resource requirements are recognised in our long-term financial plan and our people strategy.

Working digitally has become mainstream

In the past 2 years our expectations and capabilities to work digitally have escalated rapidly and with this our ways of working have changed. Our workforce has become more digitally adept, adopting new tools and techniques for working effectively remotely but together and for collaborating and sharing knowledge, documents and workloads.

This shift means that we have an increased need for up to date, high performance, well secured end user device fleet and an operating environment to support our employees to work digitally.

Australian local government systems are highly customised and a long-term asset class

Local government services are delivered within a web of organisational and administrative arrangements. In Australia there are variations in the range of services and regulatory requirements in each state, and variation between regional and urban areas.

Local government business systems are thus highly configured and customised to meet local scope and regulations – they are bespoke and not easy to change or replace. This adds cost and limits the City of Sydney's choices.

In the scale of all business, local government is a very small sector. The vendors servicing the Australian local government market are few and are also challenged with keeping pace with consumer quality expectations.

The City of Sydney acknowledges these constraints and aims to optimise its investment in these complex long-term underpinning systems.

We also need to integrate with the broader government ecosystem

There is a growing interdependency between the digital systems and services at state and local government levels and this increases the complexity of the digital systems we manage.

The NSW Government, through agencies such as Service NSW and Department of Planning and Environment, also seeks to provide connected, consistent, and accessible digital services. It has developed new services in land use, strategic planning, development, lodgement and assessment, and a range of

data transfers for building certification. Further developments are in progress or planned.

The City of Sydney will liaise with relevant agencies to understand their digital development plans and roadmaps, and this will inform our technology management and resource planning.

Service hosting options require periodic and in-context assessment

There are 3 main hosting and management options for the systems and technology deployed by any organisation to deliver its services.

Pure "cloud services" are standardised services that are owned, developed, and managed by others. These are accessed with a subscription fee.

Vendor hosted services are where the provider establishes a customised system and operating environment for specific use by an organisation over an internet connection. The provider manages availability and periodic upgrades for that specific environment.

On-premises management is where a product or service is installed in the organisation's data centre under licence, and its availability, operating environment and upgrades are managed by the organisation.

The City of Sydney will continue to use a mix of all 3 service provision methods to provide a resilient and available service. The methods selected for a service depend upon several factors including product maturity, our needs for data storage, cyber security and access control considerations, comparative costs between methods, and needs for integration with other City of Sydney systems and services.

Many providers of generic platforms and common enterprise processes, such as collaboration platforms and tools, financial and human capital management systems, have transitioned to offer their products via cloud services. Consuming these services via subscription, transfers the cost of digital technology from a capital expenditure to an operational expenditure and this needs to be factored into long term financial planning.

Emerging technologies and methods require ongoing assessment

Many industry sectors are incorporating innovative capabilities such as augmented and virtual reality, blockchain, digital twins, quantum computing and robotics into their business operations. The City of Sydney maintains awareness of the application of these technologies, to assess their beneficial applicability in relation to our business needs. Key areas include the use of augmented reality for visualisation of proposed changes in the built environment and public domain, and digital twin capabilities for modelling, mapping, and managing assets, buildings, and landform.

Digital infrastructure in the urban realm requires greater planning and management

Modern global cities increasingly rely on digital infrastructure for effective and efficient operations. The data and alerts generated from sensing technologies such as cameras, probes, and meters, can potentially assist many aspects of city planning and operations. Candidate areas include kerbside management, pedestrian flow, lighting management, waste management and resource recovery, water management in relation to consumption, quality and reuse, environmental condition sensing, safety management, and building management.

Sensing technologies need access to reliable network connections, adequate computational processing power and sufficient network bandwidth to efficiently transmit data.

For example, sensors that report on the state of a service, such as water flow speed, or air quality, typically log and report small volumes of data periodically. Devices that manage traffic flow must assess large volumes of data in real-time and need a large bandwidth and/or computational processing (edge computing) close to the sensor.

These technologies require extensive planning and management that consider these factors:

- **Forward planning:** anything designed in the urban setting involves long-term planning
- **Cost management:** the cost of retrofitting technologies is far greater than designing

into initial construction or planned major refurbishments. Ongoing cost of maintenance and renewal needs to be built into asset management plans

- **Jurisdiction:** who has primary responsibility for the asset. In Australia, many sensing technologies are managed by other government agencies such as transport, police and emergency services, and through everyday life such as cars, building management systems, home management systems and smartphones. These rely on our telecommunication network carriers
- **Data sources and services:** Many data aggregators already collect data from a range of sources, which can be alternate data sources for city services planning and management
- **Ethical use of data:** data from sensing technologies and third-party services must comply with privacy principles
- **Cyber security:** systems and data from sensing technologies must be protected from intentional and unintentional compromise in terms of access and its veracity and availability
- **Network density:** migration from prevalent 4G to forward network protocols including 5G, Wi-Fi and LoRaWan are increasing the density of street level equipment
- **Aesthetics and public amenity:** good planning and design is required to ensure sensing technologies and the networks they rely on do not degrade amenity in the public domain.

Our focus will be to establish policies and initiatives that encourage the business community, service delivery partners and the City of Sydney to adopt and expand infrastructure that contributes to our Sustainable Sydney 2030-2050 vision.

Collaboration and partnerships with these groups will be critical to establishing the foundation for emerging and as yet, unknown capabilities across the city.



Figure 3. Securing digital services – Sydney Tower and skyline - photo by Abril Felman / City of Sydney

Cyber security threats increasingly sophisticated

Whilst advancements in computing technology offer significant social and economic benefits, they also improve the capabilities of malicious cyber actors who continue to target Australia's networks with increasingly sophisticated attacks.

In FY2023-24 the Australian Signals Directorate (ASD) responded to over 1,100 cyber security incidents, highlighting the continued exploitation of Australian systems and ongoing threat to our critical networks.

Cybercrime remains a persistent and disruptive threat, with cybercriminals capitalising on new technologies, such as artificial intelligence, to further reduce the skill level needed for them to operate. Business email compromise and fraud were among the top self-reported cybercrimes for businesses and individuals in FY2023-24, with ransomware and data theft extortion still a pervasive and costly threat. Ransomware alone accounted for 11% of all incidents to which ASD responded, a 3% increase from last year.

The City of Sydney continues to build on its strong foundation of policies, processes, and controls to protect technology assets and services from both intentional and unintentional compromise across its infrastructure to further improve its security posture. As in previous

years, the strong focus on cyber security will continue to be an integral part of our technology planning and management.

Strategic statements

The City of Sydney will continue to plan and maintain 4-year and 10-year outlooks for best practice lifecycle management of information and technology assets to ensure continuity of services, transition to digital channels, integrated efficient systems and effective digital working.

We will define, attract, and retain a sufficiently skilled workforce to plan, manage, assure, and maintain our digital services, systems, and infrastructure.

We will prioritise the deployment and continual upgrade of sufficiently performing network and end user devices that enable our workforce to work digitally.

We will continue to periodically assess the most appropriate hosting environment (cloud, hosted, or on premises) for our business systems and collaboration platforms to inform our project roadmaps, and also at inflexion points when we procure new products or upgrade existing facilities.

We will liaise with relevant government agencies to understand their roadmaps for digital development as inputs to our technology and resource planning.

We will optimise investment in our long-term foundational systems through effective configuration and integrations.

We will continue to monitor and advise on emerging technologies and their communications networks to assess their benefits and ensure appropriate installations in the public domain.

We will collaborate with relevant owners, regulators, and operators of infrastructure for water, energy, transport, and communications who are delivering projects for development and installation of digital infrastructure.

We will continue to extend our cyber security capability to align to industry best practice guidance, including recommendations from the Australian Cyber Security Centre(ACSC), Australian Information Security Manual and with reference to the international framework ISO27001 – Information Security Standard.

Priority actions

- Mature our enterprise architecture practice to govern the design and development of technology services and support the effective coordination and integration of internal and external components.
- Review and renew data centre services to respond to changing requirements for key city business systems and further strengthen the environmental performance of our infrastructure and end-user devices.
- Increasingly advocate for effective regulations to balance the interests of the public domain with the requirements for increased density of communications infrastructure.
- Monitor advances in emerging technologies, including sensors, and how they can help in the planning and management of our assets and services.
- Increase focus on reducing risks relating to vendor provided systems.
- Respond to revisions of Australian Cyber Security Centre guidance to identify any adjustments required in our approaches and programs.
- Review and confirm the long-term plan of management for our core local government business systems of record.
- Collaborate with stakeholders developing projects within the Tech Central precinct, to ensure optimised siting and access to digital infrastructure.

Governance, management and risk

As an integrated part of the City of Sydney Resourcing Strategy, the Information and Technology Strategy guides a sustained course of action in a rapidly and ever-changing environment.

Over the term of this strategy, technology platforms and business systems that were once desirable for service delivery and business operations, will become primary channels. This means they must be treated as core and critical assets that are continuously managed through a lifecycle of planning, development or acquisition, maintenance and uplift, and/or replacement and retirement.

Governance systems need to keep pace with this change, including systems for ethics and security. We need a strong ethical framework to protect privacy and secure data. Maintaining our critical technology infrastructure to prevent cyberattacks is crucial.

The City of Sydney's executive and its budget and project management processes provide oversight of the direction and delivery of information and technology planning, service delivery and projects. They also consider and guide information and technology risk management and ensure ongoing alignment with organisational strategic priorities.

The Information Protection Coordination Group provides advice and assistance across the City of Sydney on privacy, information security, data governance, records management, and ethics.

Service delivery and performance outcomes are included in the City of Sydney's planning hierarchy of annual operational plans and 4-year delivery program, with regular progress reporting in place.

Information technology risk and audit assessments are done periodically and reported through our audit, risk and compliance committee. The City of Sydney's annual financial audit process has a strong focus on assessing the related technology and systems controls related to financial outcomes. This audit is completed by the Audit Office of NSW and reported to NSW Parliament.



Figure 4. Information on the go - Sydney Town Hall clock – Photo by Abril Felman / City of Sydney

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Community Engagement Strategy and Community Participation Plan 2025–2029

The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area.

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Cover image: Children's summit for the Community Strategic Plan. Photo by Damian Shaw / City of Sydney

Acknowledgement of Country

The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area.

We acknowledge their continued care and protection for the lands and waters of this place since time immemorial.

Introduction

Our commitment to engage

Community participation is a guiding principle of effective and accountable local government. We are required to engage the communities that we serve – the people, organisations and businesses that have a stake in the future of Sydney and are impacted by the decisions made by the City of Sydney.

This document is a framework for how we engage communities in the decisions made at the City of Sydney. It outlines the legislative requirements, guiding principles, approaches and processes we use to ensure our engagement is clear, accountable, meaningful, inclusive and accessible. It describes the role communities play in our decisions about projects, policies, strategies, programs and services.

“To achieve our super connected city in every way, the first thing for us is good governance on all levels implemented to restore true democracy. This means for us meaningful community consultation at every stage.” Advisory panel member



Image 1. Emerging Civic Leaders program for the Community Strategic Plan Image credit: City of Sydney

Informing our engagement approach

Engaging on the community strategic plan

The City of Sydney engaged with communities extensively to develop a new long-term community strategic plan to deliver Sustainable Sydney 2030-2050 Continuing the Vision.

The 18-month engagement process was awarded Australasian Project of the Year in 2020 by the International Association of Public Participation and was recognised as one of the top 3 projects internationally.

We started the process in 2018 by asking community members how we would know if our engagement with them was effective. We continued to ask participants for feedback on our approach throughout the process. This information has been used to improve and refine our engagement approach.

Feedback also included explicit recommendations on the importance of involving communities in decision-making for the future of Sydney.

First Nations community members asked us to be brave and be the first city to recognise cultural authority and embed it in governance structures and decision-making. People raised the importance of speaking for Country and listening to the voice of Country.

Children and young people told us about the importance of listening to their views in planning for the future – as they “will be the ones to live with the decisions we make now and they have unique perspectives and creativity.”

Businesses identified collaboration, co-working and partnerships as characterising the future. The creative sector said Sydney should strengthen its creative relationships and encourage collaboration and that communities should actively participate in shaping their own identities.

The final step in the engagement process was a Citizens' Jury. This group of 43 randomly selected and demographically representative citizens considered the insights gathered from the community engagement process and recommended concepts to transform Sydney by 2050. The first 2 of their 8 recommendations addressed community participation in decision-making:

Recommendation 1 – participatory governance: a new model of governance that genuinely engages citizens in decision-making on all levels which is responsive and adaptable.

Recommendation 2 – First peoples of Australia leadership and representation: the Traditional Custodians of the land being able to play a central role in how to shape the city, through active participation in governance that is embedded and respectful.

We continue to engage our diverse communities on our plans to achieve the vision for Sydney in 2050. In 2025, we refreshed our community strategic plan based on community insights from more than 13,500 pieces of feedback collected between 2022 and 2024. The insights reflect a community that continues to deeply value a transparent and accountable government. Communicating how feedback has been considered in the decision-making process is important to improving the level of trust in governments.

Resilient Sydney strategy

The Resilient Sydney strategy was developed with 33 metropolitan Sydney councils, the New South Wales (NSW) Government, business and communities. The first strategy was adopted in 2018. The current strategy, Resilient Sydney Strategy 2025 – 2030 is based on comprehensive community engagement and a resilience risk assessment carried out in 2023/24. This was funded under the joint Australian Government – NSW Government national partnership agreement on disaster risk reduction. City resilience is the capacity of individuals, communities, businesses and systems within a city to survive, adapt and thrive, no matter what kinds of chronic stresses and acute shocks they experience.

The engagement process for the strategy identified community agency as essential to community resilience. Communities want to work in collaboration and partnership with governments and businesses. The strategy affirms this in directions 3 and 5.

Direction 3: Connect for strength

Embed dignity principles in leadership and engagement.

Engage children and young people in decision making about the future and their wellbeing.

Direction 5: One city

Promote and participate in collaborative governance and engagement for Greater Sydney.

Ongoing insights

We also drew insights to inform this strategy from the City of Sydney's Aboriginal and Torres Strait Islander Advisory Panel and the Disability (Inclusion) Advisory Panel and ongoing engagement with businesses and the creative sector. We spoke with City of Sydney staff who deliver services directly to communities and have expertise in working with particular groups. We evaluate our engagement and we continue to seek feedback from community members about what works for them.

Accessibility

There is an online [guide to council decision-making](#) which explains how the council makes decisions and how community members can be involved. This guide was developed with the Disability (Inclusion) Advisory Panel.

This community engagement strategy is also available as an [Easy-Read version](#).

Understanding the legislative and decision-making framework

City of Sydney decision-making

The City of Sydney is a local council responsible for a range of services within its designated local area.

We seek input from communities when we develop projects, strategies and plans. These views are put to council, made up of 10 elected councillors, to discuss and vote on. We provide councillors with the outcome of community engagement to assist in their decision-making.

At the City of Sydney, issues are discussed and considered at regular council committee meetings where members of the public can speak to specific decisions before council. Then a formal decision is made at a council meeting the following week. The council can also delegate certain decisions to the Lord Mayor and to the Chief Executive Officer (CEO).

The council committees where members of the public can address councillors are:

- Corporate, Finance, Properties and Tenders Committee
- Environment Committee
- Cultural and Community Committee
- Transport, Heritage and Planning Committee

There are the guidelines for speakers at council committee meetings.

Members of the community can also speak at meetings of the Central Sydney Planning Committee and our Local Planning Panel. The Central Sydney Planning Committee determines applications for major developments with an estimated cost of more than \$50 million. The committee was established under the City of Sydney Act 1988 and is made up of the Lord Mayor, 2 councillors and 4 members appointed by the Minister of Planning.

The Local Pedestrian, Cycling and Traffic Calming Committee considers proposals where required by NSW Government delegations, or where there are a significant number of opposing views in the community after community engagement.

This body considers the needs of people who walk, drive or cycle in our area and gives technical advice to our council. It includes representatives from the City of Sydney, NSW Police, Transport for NSW, local members of the NSW Parliament, and other NSW government agencies. The Committee enables coordination across responsible authorities. However, it does not have decision-making powers. Members of the community can address the Committee on matters listed on the meeting agenda. Some elements of community engagement are directed by state government legislation. This includes the Local Government Act 1993 and Environmental Planning

and Assessment Act 1979 which both require plans outlining how the City of Sydney will engage the community to inform decisions. Others include Crown Lands Management Act 2016 and Roads Act 1993.

Appendix A includes a list of NSW legislation, standards or policies that outline requirements for community engagement.

There are many other occasions where we seek community insights and involvement in the development and delivery of projects, strategies, programs and services. In some cases, community engagement is required to inform a decision of council and at other times input from the community is incorporated into the project, program or service in implementation.

Local Government Act and integrated planning and reporting

All councils are required to have a community strategic plan that sets long-term goals and outcomes. This plan, along with a long-term financial plan and delivery program ensures the needs of the local area and communities are planned for and met. These documents along with other mechanisms, including a community engagement strategy, make up the integrated planning and reporting framework.

The Local Government Act identifies community participation as a guiding principle of local government. It states that councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

The Act also requires councils to “establish and implement a community engagement strategy for engagement with the local community when developing its plans, policies and programs and for the purpose of determining its activities (other than routine administrative matters).”

The Office of Local Government has guidelines specifying the community engagement strategy should be reviewed and adopted by council every 4 years. This document aligns with the Office of Local Government guidelines and standards.

Environmental Planning and Assessment Act and community participation plan

We apply a community participation plan in carrying out our planning functions. This plan meets the requirements of the Environmental Planning and Assessment Act, which specifies community planning panels and mandates community consultation in planning matters for all councils in the Greater Sydney region and other specified areas. It describes mandatory requirements that the City of Sydney must meet for public exhibition and notification processes for land use planning matters.

The City of Sydney’s community participation plan is included in this document to make it easier for community members to understand. However, it can read as a stand-alone plan that responds to the requirements of the Act.

There are mandatory statutory timeframes for the public exhibition of planning related documents and applications including planning proposals, planning agreements and development applications. These are set out in the Act and the Environmental Planning and Assessment Regulation 2021.

Mandatory public exhibition timeframes for relevant planning matters and the associated notification processes are described in the chapter on land use planning and in appendices C, D and E which make up the community participation plan.

Both the community engagement strategy and the community participation plan follow the guiding principles identified in this document (chapter 5). These are additional to the requirements of the Environmental Planning and Assessment Act and but reflect good practice in engagement and the City of Sydney's overall approach.

Privacy

The City of Sydney is committed to protecting the privacy of personal information we collect from our community. Our Privacy Management Plan explains how we manage personal and health information under NSW privacy laws including the Privacy and Personal Information Protection Act 1998 and the Health Records and Information Privacy Act 2002. It includes information on how to access and amend personal information. It also guides our employees on how to comply with the NSW Information Protection Principles and Health Privacy Principles when we collect, store, use or disclose personal information.

We collect personal information in a variety of ways in order to perform services and functions. We assess the appropriate level of personal information to be collected on a case-by-case basis with a view to minimising the amount of personal information we collect and manage. We use personal information for the purpose for which it was collected and may use it as is necessary for the exercise of other council functions.

We actively engage with our communities through a range of methods outlined in this strategy. We use personal information, such as contact details, in different ways to interact with community members depending on the nature of the project, strategy or service.

Where legislation requires us to inform and engage our communities, we use personal information, including rates records, that we already hold for other purposes to contact people.

We also use personal information provided to us by individual members of our community, such as email addresses, to involve them on other issues that we think might be of interest or relevance to them and to better meet our community engagement commitment. For example, we may email participants who have provided feedback on previous community consultation initiatives (through Sydney Your Say) about new plans for their area. We may invite specific program attendees to subscribe to a program newsletter or attend other information sessions.

Non-residential rolls

Non-residents are owners, occupiers and rate paying lessees of rateable property in the City of Sydney local government area, or their nominees, who are enrolled to vote in another local government area. Eligible non-residents can voluntarily make a claim to be on the non-residential roll.

The communities we serve

Defining community

The Local Government Act requires councils to engage their “local community”. Defining the local communities the City of Sydney serves is complex.

We have over one million people – residents, workers, students, businesses and visitors who spend time in the local area, every day. A mix of cultural organisations, educational institutions, international tourism sector, corporate headquarters, peak bodies, advocacy groups and government departments are based in the local area because of Sydney’s role as a capital and global city. We also have non-resident property owners and occupiers – with properties, both large and small.

These communities are diverse. The people who rely on Sydney as the place they live, work, study, do business, access services or visit are also connected to other places around the world. The City of Sydney recognises our responsibilities that are created through these connections of our communities to other communities.

Our local communities are all of these people and organisations that have a stake in the decisions the City of Sydney makes.

Recognising diverse communities

One way to understand the complexity of the communities in the City of Sydney is through how communities of people relate to an issue or decision. The types of communities described below overlap and intersect.

Communities of place

Many of our projects aim to improve places. Often the most interested and impacted communities are those that live or work around these projects. For example, when consulting on improvements to a neighbourhood park, we aim to reach the local residents, property owners, schools or childcare services and nearby businesses.

Communities of place also include groups of people who hold a particular connection to a place because of its historical or cultural significance, such as Aboriginal and Torres Strait Islander communities with Redfern; people of diverse sexualities and genders with Oxford Street and diverse Asian cultures with Haymarket and Chinatown.

People may also closely associate with the activities that take place there, for example members of sporting, community garden or cultural groups. They might belong to less formal groups, such as skaters who use a skate park or people using the local library or community centre.

Communities of interest

Communities of interest organise around an issue or activity. These may include:

- different business sectors, such as tech startups or hospitality
- large corporates or owners of small local businesses
- professions we engage with such as architects and urban planners
- peak bodies, advocacy and industry groups, like NSW Council of Social Services, People with Disability Australia, Property Council or Committee for Sydney
- not-for-profit organisations and services with a common purpose such as sustainability or affordable housing.

Communities of interest may form advocacy groups and networks that the City of Sydney can tap into, such as business chambers, resident action groups and interagency networks. These communities may also convene around a shared activity – sporting or recreational clubs, bush care and gardening groups, cultural and creative communities and people involved in informal activities like dog walking.

Communities of identity

These communities define themselves. They include Aboriginal and Torres Strait Islander communities, people with disability, LGBTIQ+ communities, and multicultural communities. These communities may gather around cultural and religious beliefs. Communities of identity may associate by age, for example groups of young people or older people. Sometimes these groups form because of shared experiences, for example social housing residents who live in a particular neighbourhood. People's lives are shaped by their identities, relationships and social factors.

It's important to remember there is diversity in these communities meaning there may be smaller groups within them. It also important to remember that intersectionality exists, and people's identity can overlap across these communities. For example, a person can be Aboriginal and Torres Strait Islander as well as a person with disability.

Communities of need

The pandemic reminded us that the needs of people must take priority.

People are facing food insecurity, housing stress or homelessness and economic hardship. They may have difficulty accessing services including digital information channels.

The City of Sydney works in a way that ensures people's needs are understood and addressed so they can take part in daily life and our decision-making processes.

"Hopefully there will be more kindness and tolerance now." – City of Sydney community recovery plan survey respondent (May 2020)

Communities of the future

Perhaps the most important communities to consider in our decision-making are the communities of the future. Their perspectives are often difficult to consider. Two ways we can try to include the perspectives of communities of the future in our engagement are:

- consulting children and young people who will live with the impacts of our decision-making the longest
- asking the people who we consult to consider the needs and perspectives of those who may not be here yet.

“We are the ones who are going to have to live through the things we choose right now” Youth Summit participant



Image 2. Children's Summit for the Community Strategic Plan. Image credit: Katherine Griffiths / City of Sydney

Government and institutional stakeholders

The City of Sydney works in an environment of other levels of government with overlapping or complementary responsibilities. We consult each other when we develop and implement our strategies and projects. State government agencies also consult communities in our local area. When this happens its important people are clear about who and which level of government – local, state or federal – is responsible for making decisions.

We have Principles of Cooperation with the Metropolitan Local Aboriginal Land Council respecting their status under the Land Rights Act 1983.

We engage with educational institutions including the tertiary sector, schools and early learning centres that provide important community connections in our local area. An example is our memorandums of understanding with the University of Technology Sydney and the University of Sydney.

We're working more with health providers to understand community needs, respond to urgent situations and plan for the needs of future communities.

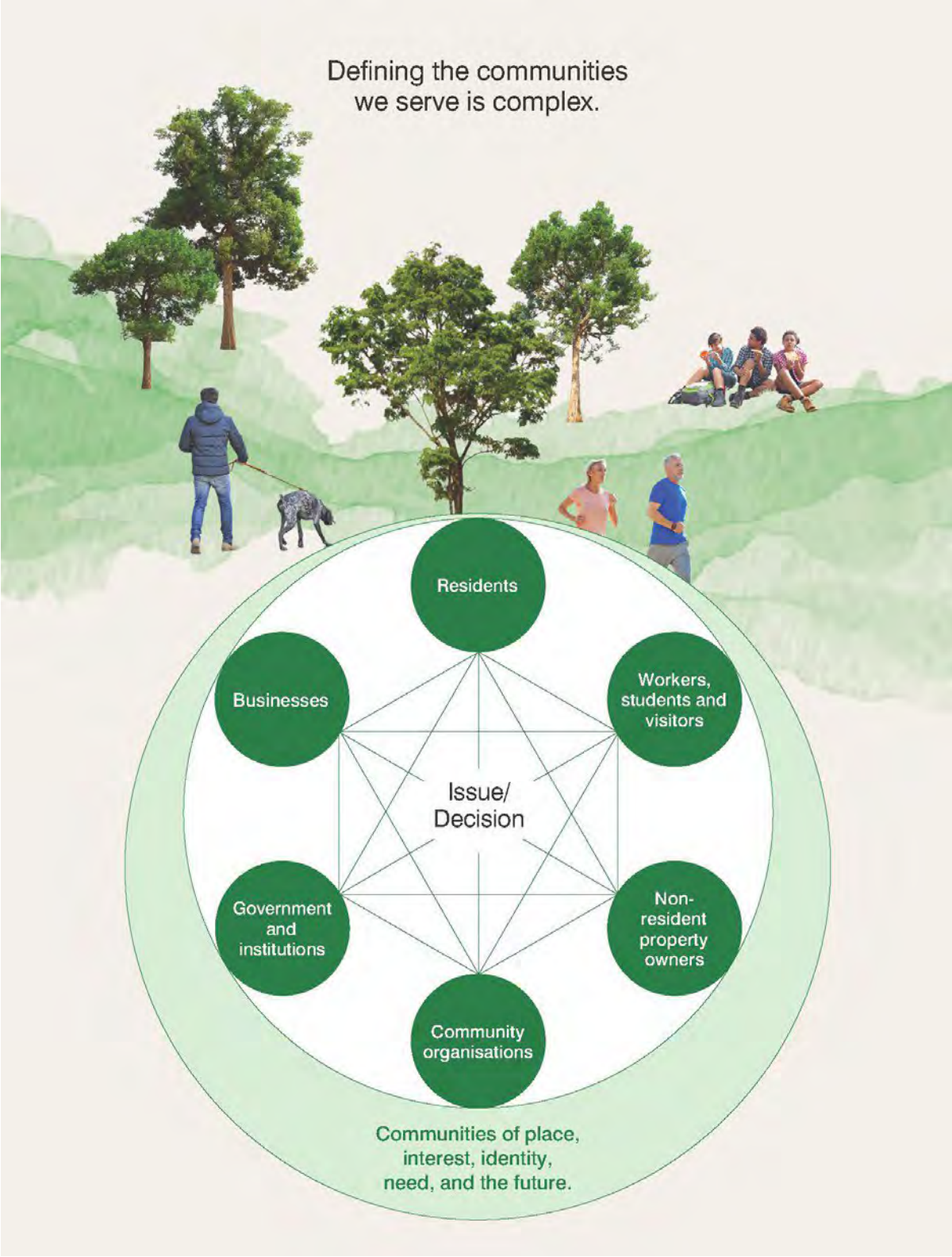
We work collaboratively with state government agencies and local services in developing shared approaches to support social housing residents across the city and to ensure their voices and needs are heard and understood, particularly with urban renewal projects.

The City of Sydney works with the 33 Greater Sydney councils on issues that cross local government boundaries on the Resilient Sydney strategy and programs focusing on economic, environmental, cultural and governance development.

We also work with state government agencies to inform Greater Sydney and state level policies, plans and strategies. We champion engagement with communities to better inform approaches to land use planning, infrastructure provision, program development and city-wide targets and benchmarking.

We're a member of national and international groups including the Council of Capital City Lord Mayors, global Resilient Cities Network and C40 Cities Climate Change Leadership Group.

Figure 1. Defining community



A snapshot of our city

By June 2024 the City of Sydney local government area was home to an estimated 237,278 residents. There were 40,039 new residents compared to 2023.

There were an estimated 520,000 jobs located in our area.

The City of Sydney's gross regional product is estimated at \$146 billion (2023), which represents 21.4% of the gross state product.

Demographic profile

City of Sydney residents are relatively young, with a median age of around 34 years (2021). This compares with a median age of around 37 years in Greater Sydney residents.

Over 22% of residents live alone in one person households. Nearly 63% or nearly two thirds of city residents live in family households with a partner and/or children or other relatives. Group households accommodate another 15% of residents.

City of Sydney residents are well-educated with 53% of those aged 15 and over holding bachelor or higher degree and 11% attending university. This compares with 33% with bachelor or higher qualifications across Greater Sydney and 6% attending university.

Higher educational attainment is also represented in the 2021 employment profile of our residents. A total of 42% of employed City of Sydney residents were professionals – more than any other category – while 19% were managers – the second highest occupational group. In comparison in Greater Sydney 29% were professionals and 15% managers – the next highest occupational group.

Cultural diversity

Almost half of our area's residents were born overseas, with 35% of the overseas-born residents arriving in Australia between 2016 and 2021. Residents born in Asia comprise one-quarter of the population of the city.

More than one-third of city residents speak a language other than English at home, the most prevalent of which is Mandarin followed by Cantonese, Thai, Spanish, Indonesian, and Vietnamese.

Work and transport

There was a 69% labour force participation rate among City of Sydney residents in 2021. This represents the number of people working or looking for work as a percentage of the total residential population aged over 15 years. Of this group, 94% were employed and 6% were looking for work.

Almost two thirds – 64% – of City of Sydney's resident workers were employed locally.

On the 2021 census day (during Covid-19 lockdown), 63% of resident workers either worked at home or did not go to work, compared to 11% in 2016.

Housing

A total of 54% of City of Sydney residents were renting their home privately. A further 31% of households were purchasing or fully owned their home and 7% lived in social housing (2021). The balance did not state their tenure.

Community engagement framework

What is community engagement?

Community engagement or public participation is the process of involving people in the decisions that affect their lives.

Community engagement strengthens our planning and delivery of projects and services by helping to:

- create a vision and new ways of thinking
- understand the needs and aspirations of communities
- challenge our assumptions
- check that we are on the right track
- refine and implement projects, programs and services
- empower communities to act.

It enables good governance and informed decision-making by promoting shared responsibilities for decisions. It supports an open approach to managing risk by providing a strong foundation for understanding decisions and building trust within our community about the decision-making process.

Engagement outcomes

Community engagement at the City of Sydney aims to:

- create better solutions for our local area. Drawing on local knowledge from a diverse group creates solutions that are practical, effective and responsive to needs.
- increase trust in our governance and decision-making processes. Working together improves communication and understanding.
- develop sustained collaboration, partnerships and new ways to involve and empower communities to achieve Sustainable Sydney 2030-2050 Continuing the Vision. Engaged and active communities will drive change.

The process of community engagement

One way to understand different types of engagement with the community is through a continuum from informing through to empowerment.

Informing takes place when a decision has already been made or action is required, and we need to make sure that those affected are aware of the facts. *We are keeping you informed*

Consulting takes place when a project requires some input or feedback before part of the project or decision is progressed. *We care about what you think.*

Involving takes place when we work with the community to develop alternatives and identify preferred approaches. *You are helping us think and act differently about the issue.*

Collaborating takes place when we partner with stakeholder or community groups to work out what needs to be done and to develop and implement solutions. *Your leadership and expertise is critical to how we address this issue*

Empowering takes place when final decision is put in the hands of the public. *We will implement what you decide.*

All engagement processes need to inform and most will have some level of consultation. Some projects will require community involvement and collaboration. On a few occasions, the City of Sydney is able to delegate decision-making to members of the community on all or parts of a project.

Engagement principles

The City of Sydney's approach to community engagement is guided by the following principles:

These principles are informed by the core values of the International Association of Public Participation. They apply to everyone who participates in the City of Sydney's engagement process no matter what their age, gender, views, interest in the outcome, wealth or cultural background.

Our engagement processes have integrity.

We will make sure our engagement is clear in scope and purpose. Our engagement will be timely, accessible, well-planned and meaningful.

Our engagement activities are inclusive and accessible.

We will strive to capture a range of values and perspectives. We will design engagement activities that overcome barriers to people being able to participate. We will strengthen the capacity of our communities to participate in decision-making.

Our engagement is two-way.

When we engage, we will promote dialogue and open up genuine discussion. We will support people with accurate information and create a space to weigh up options and develop common understanding.

Our engagement influences the decisions we make.

We will publicly report the outcomes of community engagement and show how these influenced the decision. We will provide feedback to participants on the results of their contribution. People will be able to see and understand the impact of their involvement.

These principles are informed by the core values of the International Association of Public Participation. They apply to everyone who participates in the City of Sydney's engagement process no matter what their age, gender, views, interest in the outcome, wealth or cultural background.

Planning engagement that is fit for purpose

There is no single perfect approach to engagement. The City of Sydney delivers a range of different strategies, projects, programs and services. It is important that the community engagement process matches in each case and is fit for purpose.

When we plan engagement on a project, strategy, program or service we consider:

Impacts

Who are the people who will be impacted by the decision? How many people will be impacted? And what are the impacts?

Context

Why are we doing the project? What is the history of the project? What other issues may impact that community? What constraints do we have, such as timeframes set by other levels of government?

Scope

How much influence can the community have on the outcome? What are the negotiables and non-negotiables? What is the scale of the project? What is its budget?

Based on the answers to these questions, engagement can range from simple to complex. Our analysis shows us when we should engage deeply with communities or simply inform them.

The amount of effort we apply to an engagement process fits the requirements of the decisions being made. This informs the combination of engagement activities we use each time.

We list types of engagement activity in appendix B.

Reporting the results of engagement

The information we collect through community engagement helps our staff and councillors make decisions. It is also important that the community can easily access the outcomes of community engagement.

The City of Sydney publicly reports the details and outcomes including:

- consultation activities undertaken
- activities to promote participation in the consultation (for example letterbox drops)
- number of people and organisations who participated and key demographic information
- feedback from our communities (for example survey results and workshop outcomes)
- summaries of key issues and themes raised and how we intend to respond to each of these
- online engagement activity, such as number of visitors, document downloads, video views and comments and social media statistics.

Engagement reports can be found as supporting documents to council papers and we share the results on the consultation pages of the City of Sydney's website. People who participated in the engagement and provided contact details are always notified when results are available.

Using developments in digital technology, we continue to increase the channels and tools we use to report the outcomes of community engagement.

Evaluating engagement

We evaluate our community engagement against our guiding principles and in line with the complexity of the engagement process. We use the knowledge gained through evaluation to continue to improve our engagement practice.

We use community feedback, insights from project teams, information from our website and the demographic information we collect to understand how well our engagement activity measures up against our guiding principles.

Value: Integrity

Goal	Measure
The project is clear in scope and purpose.	Feedback gathered through engagement is relevant and useful.
The project is well designed and implemented.	Engagement plans are developed identifying impacted communities.
Communities are informed	Projects are publicised and materials are viewed.

Value: Inclusiveness

Goal	Measure
We capture a range of perspectives from different people.	Feedback is received from a diverse range of people identified in the engagement plan.
The participation experience is accessible.	Activities are accessible and suitable for diverse communities.

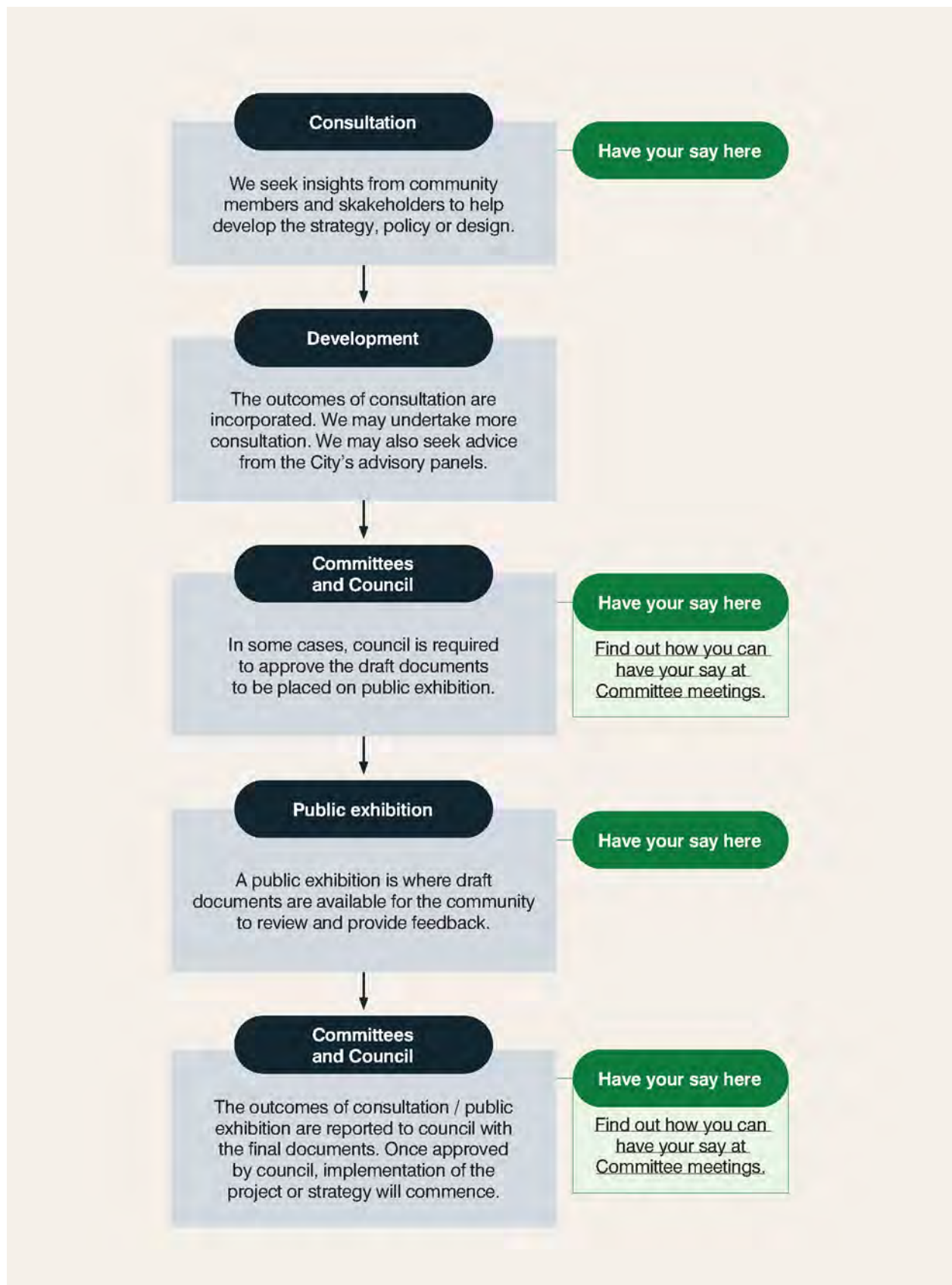
Value: Dialogue

Goal	Measure
We make space for people to exchange views.	Techniques promote a two-way conversation, providing an opportunity for people to hear each other.
We listen to people.	People tell us they feel listened to.

Value: Influence

Goal	Measure
People can see and understand the impact of their involvement.	Engagement reports are published detailing the feedback from the community. Council reports explain how feedback has influenced the decision.

Figure 2. When can I have my say?



Find out how you can have your say at Committee meetings
cityofsydney.nsw.gov.au/guides/guidelines-for-speakers-at-council-committees

Engagement approaches

Keeping the community informed

The City is committed to keeping the community informed about our projects and plans. Sometimes it is appropriate to simply inform. In most of these cases, consultation has already occurred, a decision has already been made, and a project is about to begin.

The City's ongoing asset maintenance and renewal program, which is undertaken according to approved City codes and technical standards, is one example where we will notify surrounding residents and businesses. Our notifications will always have a City staff contact and community members are encouraged to speak to us if they have any questions.

People-centred engagement

Listening and respecting

Participating in engagement should be an enjoyable and worthwhile experience. It should be delivered in a respectful and welcoming way. It should create an environment where all people feel they can share their ideas without fear, while listening to and respecting the views of others.

“People were welcoming and respectful and wanted to hear what a young person had to say.” Workshop participant

Information channels

Individuals relate to different forms of information – visual, audio and written mediums. People also like different amounts of information. To provide information in a way that best suits different people we use summaries and long-form documents, easy read versions, translations, images, videos, data maps, virtual reality experiences, workshops and presentations. Using different formats helps overcome barriers to participation.

Strengthening civic efficacy

Positive and effective engagement invests in the civic efficacy of society. It builds people's sense of empowerment and belief in their own ability to participate and make a difference. Effective engagement communicates the important role communities can play in council decision-making. It also builds knowledge within communities about how decisions are made.

Evidence shows that people who participate in sustained and impactful engagement processes are likely to use those skills and sense of empowerment to become more involved in community organisations and groups.

Engagement that builds relationships

Hearing the views of others builds understanding and empathy.

When evaluating our engagement, we found that 69% of respondents valued hearing the views of other people. People also spoke about the importance of conversations that crossed generations and of making sure the diversity of their community was involved. Students spoke about how much they enjoyed hearing the views of peers from other schools and of building networks and connections.

In our conversations with diverse communities – First Nations communities, culturally and linguistically diverse communities, people facing vulnerability – we are regularly reminded of the importance of ongoing relationships between the City of Sydney and the communities we serve.

“I’ve had a really good time collaborating with people from other schools. It’s been really, really interesting because, the future we are going to be living in 2050, we have the power to change that.” Youth Summit participant

When people can see the results of their input and build connections within their communities, they will continue to participate in the City of Sydney’s community engagement and develop an ongoing role in democratic decision-making.

“A happy thriving community of citizens who want to and feel like they are able to give ideas and will be listened to.” Workshop participant



Image 3. International Students Leadership and Ambassadors Program workshop Image credit: City of Sydney

Citizens' Jury recommendations

The City of Sydney held a Citizens' Jury as part of the consultation on our community strategic plan. This group of 43 randomly selected and demographically representative community members was convened in late 2019. The jury considered and made recommendations on concepts that should be introduced by 2050 to help realise the communities' vision for Sydney. They considered the insights gathered from our community engagement process and proposed 8 transformative concepts. The first 2 of their recommendations address community participation in decision-making:

Recommendation 1 – Participatory governance

What: We want a new model of governance that genuinely engages citizens in decision-making on all levels and is responsive and adaptable.

Why: There are currently concentrated power structures making decisions for citizens, rather than citizens holding the power. We want a city influenced by diverse views, needs and wants. We want to rectify imbalances and inequities.

How: We can achieve this through:

- participatory budgeting
- citizens' panels of sizeable scale for true representation
- innovative online voting system
- data to be used by council to generate economic benefit, and help communities

Recommendation 2 – First Peoples of Australia leadership and representation

What: We want the Traditional Custodians of the land to help shape the city, through active participation in governance that is embedded, respectful. We want Sydney to be a place where Aboriginal and Torres Strait Islander voices influence the identity, design, and functioning of Sydney (Eora).

Why: We recognise that our history has displaced the First Peoples of Australia, and that current systems do not adequately allow First Nations' perspectives, values and priorities. Aboriginal and Torres Strait Islander communities possess wisdom and knowledge that must be valued in shaping how we care for our Country and our communities – in governance, planning, education and health. This has the capacity to enhance social and emotional wellbeing for all. We must recognise the cultural authority of the First Peoples of Australia. We want a society that shares the respect for and connection to this land that Aboriginal and Torres Strait Islander people have had for 60 000 years.

How: We need to promote First Nations' self-determination and empowerment so that ideas are not imposed on people and we do not repeat the mistakes of the past. In line with the principles of reconciliation, we want to place responsibility on non-Indigenous people to adapt their systems and practices to value and promote Aboriginal and Torres Strait Islander issues and encourage discourse and community reflection. We need a process of truth telling and recognition that deals with the impacts of invasion and colonisation.

The City of Sydney's response

The recommendations of the Citizens' Jury were reported to council in December 2019. The 8 transformative concepts have informed the project ideas and principles in Sustainable Sydney 2030-2050 Continuing the Vision and the outcomes in our Community Strategic Plan.

We acknowledge the intent of the transformative concepts to deepen and expand the ways government works with communities on decision-making. The City of Sydney will continue to explore these approaches to help realise the communities' vision for 2050.

Deliberative approaches

Depth versus breadth

Many of the City of Sydney's engagement activities reach out and target input from as large and diverse a group of interested community members as possible. This delivers lots of opinions and ideas from the community to the decision-makers. A high level of participation in engagement is important to us in terms of understanding the needs and aspiration of our communities, providing confidence in decisions and building relationships.

However, in some cases, considering an issue in depth is the priority. The issue may be very polarised, complex or have significant trade-offs. Sometimes we may be at the point of the process when we need to decide between options. In these scenarios, a small group of community members who deliberate on an issue can help the City of Sydney arrive at the right decision.



Image 4. Citizens Jury on Sydney in 2050 Image credit: Brett Boardman / City of Sydney

What is deliberation?

The ways we engage when trying to arrive at a decision are:

- debate: seek to persuade by arguing a position
- dialogue: seek to understand through respectful and constructive exchange
- deliberation: seek to find common ground and consensus.

A deliberative process will likely include both debate – for example experts presenting their position – and dialogue – for example participants discussing and exploring each other's views. A deliberative process aims to reach a consensus decision of the group.

Deliberation encourages constructive exchange and active listening. It also promotes critical thinking and challenges unconscious bias. It poses choices that the members of the group must collectively make.

Deliberation requires that participants become well informed about the topic and consider different perspectives in order to arrive at a public judgement (not opinion) about "what we can strongly agree on". The group is not just considering what its members want, but also what trade-offs they can accept.

Features of a deliberative engagement process

Random selection

A group of community members (usually between 12 and 50) is randomly selected. This group is selected to match the demographics of the population, effectively forming a mini-public. People are not selected to participate because they are vocal advocates or experts. These people may be involved in the process by presenting their position in a debate for the participants to consider.

Time

The group is given the time to consider, research, learn, exchange ideas and arrive at agreed responses to the questions they are posed. This is unlike many engagement processes where time is limited. The City of Sydney has run deliberative engagement processes that extended over a couple of weeks through to citizens' juries that considered issues over several months.

Information

The group is provided with extensive information on the issue and are encouraged to seek out their own sources of information. A citizens' jury should involve an opportunity for jurors to call their own expert witnesses.

Remit and authority

The group is given a clear remit to deliberate on. The council has made it clear that they will act on the recommendations of the group.

Use of deliberative approaches to engagement

Community members are generally willing to invest the time and effort required to participate in a deliberative process because they have trust in the process, care about the outcomes for their communities and can see that their effort will have impact.

A process like a citizens' jury also requires considerable investment from the organisation. It requires expert facilitation, councillors to not just listen but relinquish some of their authority and staff to resource the process with information and expertise.

The principles of a deliberative approach, such as random selection and time to consider issues in depth, can also be used in scaled down and more simple engagement projects. The City of Sydney has run a small number of large-scale deliberative processes as well as smaller deliberative workshops.

"It was inspiring to see that a random group of citizens from diverse backgrounds, could collaborate with empathy and keen willingness to understand and support each other, and discover we had so much more in common." Citizens' juror

Digital engagement

Over the past 10 years, community engagement has undergone a digital transformation, moving from letters, workshops, town hall meetings and email submissions to a model of engagement where most feedback is collected using digital tools.

The Covid-19 pandemic further accelerated this shift to digital engagement. In response, we have strengthened our digital toolkit and tested alternative approaches, such as online workshops.

The smart city strategic framework describes how the City of Sydney will transform how we engage and support connected and empowered communities through smart, ethical and secure use of data and technology.

We will use developments in digital technology to increase inclusion and access to the City of Sydney's democratic process, provide ways for communities to connect with us and each other, deliver a more personalised experience, and improve the reporting of consultation outcomes.

Face-to-face activities will continue to be a crucial part of how we engage. However, developments in digital technology mean in-person engagement techniques can now be used in more targeted ways.

Digital engagement has also significantly enhanced the data we can share with the community members to ensure their input is informed and meaningful. The City of Sydney is increasingly using data maps and stories as an interactive visual mechanism to support engagement.

Understanding who is participating

There are two ways to ensure we are reaching a diverse cross-section of the community.

1. Target communities: specific networks, forums and engagement activities along with targeted marketing and databases. Examples of how we reach different groups are outlined in the next chapter.

Digital marketing can also help increase exposure to particular audiences. For example, targeted social media marketing was used to increase the percentage of people under 30 who completed the Sydney 2050 survey.

2. Collecting demographic information about the people who participate in our engagement.

When we survey people, we ask basic demographic information. This information provides a picture of who we are speaking to and how views within communities change based on age, gender, place of residence among other things.



Image 5. Youth Summit for the Community Strategic Plan Image credit: Katherine Griffiths / City of Sydney

Next steps in digital engagement

We are developing our digital engagement experience through a range of tools and techniques, including quick polls, surveys, consensus tools and interactive mapping. This continues to strengthen our ability to hear from communities through digital channels, allow people to connect with the views of others in their community, and easily follow the issues they care about. A sign-in process is now available, asking some basic demographic information about the people participating. This helps us understand whether we are capturing the views and perspectives of a range of people. It also allows a more personalised experience where the user can see projects happening in their area and keep updated on progress.

Surveys

Surveys have become a fundamental tool in community engagement and have increased as more engagement takes place online. Most consultations include an online survey.

The City of Sydney also undertakes regular surveys of:

- wellbeing for all our area's residents (every 4 years)
- business needs survey (annually)
- community satisfaction survey (every 4 years)
- service users feedback (continuous).

These surveys provide essential data to understand community needs, measure progress on strategies and evaluate services.

There are three main types of survey techniques that the City of Sydney uses:

3. Online surveys that anyone can choose to do. These provide an effective way for us to collect information from lots of participants. We aim to get as large a sample as possible and we ask for demographic information to check that a range of people are participating. Social media marketing and other promotional activities can be used to encourage underrepresented groups to participate. The City of Sydney's surveys regularly attract over 1000 respondents.
4. Randomly selected phone or online surveys deliver views from a demographic sample. These surveys are usually conducted by a social research company. They provide robust, demographically matched data that allow us to understand the different perspectives between demographic groups. They also overcome any bias that may exist in self-selecting surveys we host on our website. They are an important checking mechanism particularly when there are polarised opinions on an issue. They are also useful when it is hard to achieve widespread community interest and we need to be confident that we are hearing a range of perspectives.
5. Intercept surveys are usually undertaken to capture the views of people who spend time in a particular place, use a service or are at an event. These provide a random sample of the people who value this place, event or service.

Our surveys provide quantitative data that we can test and explore through other engagement activities such as workshops and focus groups.

Coordinated community relations

Coordinated community relations provides a change management approach to support communities through major revitalisation and urban redevelopment projects. This approach has made an important contribution to the successful redevelopment of the Green Square area and the revitalisation of Haymarket and Chinatown.

In these neighbourhoods, affected communities face a series of decisions about upgrades to local streets, building new community infrastructure (including parks, recreational, community and cultural facilities) as well as planning changes and development applications. Among these ongoing decisions, communities also face impacts from construction on multiple projects. In an environment of change, small decisions during construction, such as temporary removal of parking or nightworks have a cumulative effect.

The City of Sydney supports these communities through a coordinated community relations approach, which includes dedicated webpages and development maps; regular updates and community forums; and construction liaison group meetings that cover multiple projects delivered by different parties (for example the City of Sydney, Department of Education and various developers).



Image 6. Have your say day at Green Square Image credit: City of Sydney

CityTalk events

CityTalks engage key federal, state and local strategic stakeholders, citizens, partners and visitors to the city on significant issues at a global, national and city level. They aim to inspire, inform, educate and engage the community in an international dialogue to realise Sustainable Sydney 2030-2050 Continuing the Vision.

Our CityTalks are free events that typically draw an audience of 2,500 attendees. Hosted by the Lord Mayor of Sydney, they feature high profile international or national keynote speakers and a discussion panel of local and international experts.

Petitions

Community members can also petition the City of Sydney on issues of concern to them. Petitions can be tabled by a councillor at a council meeting or provided to the CEO and staff for a response. Petitions that are received about a project while it is open for consultation, will be considered as one submission item and included in the engagement outcomes report. The City of Sydney guidelines on petitions can be found in Appendix F.

Advisory groups and partnerships

Advisory panels, committees and working groups

The City of Sydney has established community and sector advisory panels, committees and working groups to provide ongoing, specialist advice on complex issues affecting specific communities or areas of expertise. They do not have decision-making powers. These advisory panels are critical to implementing our long-term strategic vision and also addressing key challenges such as recovery from the pandemic.

These panels are appointed by us and have terms of reference to ensure clarity of purpose and process for appointment. Some are appointed through a public expression of interest while others are by invitation.

Within each panel, the City of Sydney aims to gather a diversity of expertise, experience and perspectives including young people, people with disability, Aboriginal and Torres Strait Islander people and those from culturally diverse backgrounds.

Aboriginal and Torres Strait Islander Advisory Panel

The Aboriginal and Torres Strait Islander Advisory Panel provides input to the policy, planning and advice to Council across all areas in relation to Aboriginal and Torres Strait Islander people.

Established in 2008, the panel consists of community and industry professionals, including Elders, leaders, artists and young people, who live, work or study in our local area. The terms of reference specify that young people and Elders need to be represented on the panel.

Each member brings a wealth of knowledge and skills in providing advice on key issues for Aboriginal and Torres Strait Islander peoples and communities. Panel members contribute a diverse range of views to help build our relationships with Aboriginal and Torres Strait Islander communities. The panel also provides important advice about cultural protocols, Eora journey projects and our reconciliation action plan.

Inclusion (disability) Advisory Panel

The City of Sydney's Inclusion (disability) Advisory Panel provides strategic, expert and impartial advice to us on our policies, strategies and plans to advance the inclusion of people with disability. As part of its role, the panel monitors and provides advice on the implementation of our Inclusion (disability) action plan 2025-2029.

Established in 2012, the panel reflects the diversity of the disability sector and members were chosen to represent a range of diverse disabilities and to provide expertise in areas such as inclusion and accessibility, government policy and strategy development, planning and design and disability-related legislation. They advise us on a wide range of issues relevant to people with disability, including access to mental health services, legislative reform, housing, transport, employment, advocacy, arts, culture and events, media and communication.

Multicultural Advisory Panel

The Multicultural Advisory Panel advocates on behalf of culturally diverse communities to promote greater understanding and appreciation of cultural diversity, equity and inclusion. Established in 2022 we consult this panel on issues, strategies, plans, policies, programs and events that nurture cultural diversity and capacity building, increase community connections and combat racism and discrimination. The panel provides expert advice on matters of importance to culturally and spiritually diverse communities including their needs and major strategies, such the community strategic plan. We get input from them on cultural events and programming; plus policies and projects which are likely to impact on multicultural communities and businesses.

With the aid of this panel, the City of Sydney will support and empower multicultural communities including employees, residents, visitors, international students, refugees, and asylum seekers, and furthermore preserve and celebrate the histories, heritage, and contributions of the City's multicultural communities so everyone feels safe, welcomed, and able to fully participate in what the city has to offer.

Housing for All Advisory Panel

The Housing for All Working Group brings together industry leaders and experts to share knowledge and provide advice to the City of Sydney on the development of strategies and initiatives to increase the supply of affordable and diverse housing, including social housing.

Established in 2022, the group includes representatives from the Community Housing Provider sector, industry groups, research organisations plus housing peak bodies and state agencies. There are also community representatives who live in and/or access affordable and diverse housing.

The City of Sydney actively encourages Aboriginal and Torres Strait Islander housing groups or peak bodies to put forward nominees for membership of the working group.

Business and Economic Development Advisory Panel

The Business and Economic Development Advisory Panel provides high-level independent expert advice to us on the implementation of the City of Sydney's Economic Development Strategy 2025-2035. The panel also provides guidance and advice on partnership opportunities to support the eight identified momentum building projects in the strategy.

The panel includes members who are highly recognised in relevant professional fields and who have demonstrated experience, seniority and knowledge of a range of economic areas such as trade and investment attraction, talent attraction, the innovation economy, green economy and sustainable finance, creative economy, community wealth building, the night time economy and the visitor economy.

Nightlife and Creative Industries Advisory Panel

The Nightlife and Creative Industries Advisory Panel provides high-level independent expert advice to the City of Sydney on a strong, inclusive, culture-led nightlife and the implementation of special entertainment precincts and the Cultural Strategy 2025-2035.

The panel includes a broad range of members who are highly recognised in relevant professional fields and have demonstrated experience and knowledge in the arts, culture, creativity, live music and nightlife. In 2025 it replaced the Nightlife and Creative Sector Panel established in 2022.

Design Advisory Panel

The Design Advisory Panel is an independent panel of experts that helps the City of Sydney continually improve the quality of private development and our own urban design and public projects. It advises us about urban design, architecture, landscape architecture, art and sustainability. Established in 2007, the panel provides advice to staff and decision-makers when determining the direction of major projects.

Public Art Advisory Panel

The Public Art Advisory Panel comprises professional artists, curators and architects who provide advice to the City of Sydney on matters relating to public art. The advice informs the development, approval and implementation of public art projects and is provided to staff and decision-makers.

The panel was established in 2007.

Cycling Advisory Committee

The Cycling Advisory Committee's role is to monitor progress and give advice on implementation of our cycling strategy and action plan. This committee provides a consultation and feedback forum for our area's key cycling stakeholders as part of the City of Sydney's ongoing commitment to cycling.

Established in 2007, the committee includes the Lord Mayor (or delegate), representatives of Bicycle NSW, Bike East, Bike Sydney, Better Streets, Transport for NSW, Place Management NSW, NSW Office of Sport and neighbouring councils.

Sector partnerships

Better Buildings Partnership

In 2010 the City of Sydney formed the Better Buildings Partnership, a collaboration between leading property owners and industry influencers who are improving sustainability and rolling out green infrastructure in our area. These industry leaders control or manage over half the office floorspace across Sydney's city centre and have played an important role in improving the energy, water and waste efficiency of Sydney's existing buildings.

The members are Brookfield Office Properties Australia, Charter Hall, City of Sydney, DEXUS Property Group, Frasers Property, The GPT Group, Investa Property Group, Lendlease, Mirvac, Stockland, and the University of Technology Sydney.

Sustainable Destination Partnership

The Sustainable Destination Partnership, launched in 2018, is a collaboration between leading hotel groups, hostels, serviced apartment owners, cultural institutions, entertainment venues and industry influencers working together to make Sydney a sustainable destination.

The partnership represents over half the hotel rooms in the city in addition to all major entertainment venues. These operations create almost half of Sydney's commercial waste, approximately 20% of its carbon emissions and consume significant amounts of the city's drinking water.

The members include hotel chains Hilton, Hyatt, Accor and TFE Hotels; Star Entertainment Group, Fox Studios, International Convention Centre and all the government-owned cultural institutions including Sydney Opera House.

Tech Central innovation precinct

Innovation will power Sydney's economic recovery and growth. It is key to raising economic productivity. Innovation requires a healthy tech start-up ecosystem, a high intensity of creativity, a strong pipeline of current and future talent, active research and commercialisation, large-scale investment and a big volume of knowledge-based jobs.

An ideal environment for innovation to flourish is in a vibrant and connected precinct where collaboration is enabled through the co-location of education, industry, talent, infrastructure and investment.

In our local area, the Tech Central innovation precinct encompasses six neighbourhoods which have all the elements for a successful innovation precinct. They are Haymarket, Ultimo, Surry Hills, Camperdown, South Darlington and Eveleigh (including North Eveleigh).

The City of Sydney is an active partner in the Tech Central precinct and is a member of the Tech Central Alliance. This group comprises anchor tenants across the private sector, academia, local and state governments to realise the vision for Tech Central to be recognised as Australia's innovation and technology capital. Membership of the group includes City of Sydney, Investment NSW, University of Technology Sydney, University of Sydney, Sydney Local Health District, Inner West Council, and representatives from the tech ecosystem operating within the precinct.

Resilient Sydney

Resilient Sydney is a collaboration of all 33 local governments of Greater Sydney aiming to improve disaster preparedness and reduce disaster risk to the residents, economy and environment of Greater Sydney. The Resilient Sydney program began in 2015 as a city member of the international 100 Resilient Cities initiative, and Sydney remains a member of the global Resilient Cities Network.

The program and Resilient Sydney office are hosted by the City of Sydney. Funded by the metropolitan local governments, the program is governed by a metropolitan-level steering committee – engaging key senior executives from local and state government, business and community sectors.

The program operates as a hub of networks, engaging councils and partners to participate in the actions and directions of the Resilient Sydney strategy 2025-2030. Through engagement with residents, businesses and governments of metropolitan Sydney, the key resilience challenges were identified and noted in the strategy.



Image 7. Resilient Sydney Strategy Launch Image credit: Katherine Griffiths / City of Sydney

Engaging diverse communities

Aboriginal and Torres Strait Islander communities

We are committed to being inclusive and innovative in our relationships with Aboriginal and Torres Strait Islander communities. We recognise that Aboriginal and Torres Strait Islander communities need to be engaged through authentic and genuine connections, not just symbolism. This will be achieved through active participation in governance that is embedded, and most of all, respectful. The City of Sydney will listen to and elevate the voices of Aboriginal and Torres Strait Islander peoples.

Our stretch reconciliation plan (RAP) seeks to:

- establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations
- engage Aboriginal and Torres Strait Islander communities in the City of Sydney's projects and decision-making processes.

The Sydney 2050 First Nations Dialogue Forum held in 2019 asked the City of Sydney to recognise cultural authority and embed it in its governance structures and in decisions-making.

The City of Sydney will look at ways to further empower and centre Aboriginal and Torres Strait Islander voices including through agreement-making. This also aligns with the Closing the Gap priority reforms, particularly number 1 which is 'Formal partnerships and shared decision-making'. We're committed to all 5 priority reforms that will accelerate progress towards equality and transform the way governments work with Aboriginal and Torres Strait Islander communities.

Guiding principles

Engagement with Aboriginal and Torres Strait Islander communities must be guided by principles of self-determination and shared decision-making, consistent with the City of Sydney's Aboriginal and Torres Strait Islander Protocols. It should:

- elevate and centre First Nations voices in our decisions
- Support, respect and adhere to First Nations cultural protocols and practices
- Embed and practice meaningful cultural safety
- understand the diversity of experiences, perspectives and expertise within First Nations communities
- nurture ongoing relationships - ensuring there is the time, flexibility and responsiveness in our approach to build trust.
- ensure the protection of Indigenous cultural and intellectual property rights
- Provide for data and information sharing with First Nations communities for community informed decision-making



Image 8. First Nations Dialogue Forum Image credit: Mark Metcalfe / City of Sydney

Who we engage

Among groups and people that we engage with are:

- Metropolitan Local Aboriginal Land Council
- Elders, community leaders and residents in Redfern, Waterloo, Woolloomooloo and Glebe and other communities in the local area
- Cultural knowledge holders and Guardians
- Aboriginal and Torres Strait Islander workers, students and visitors
- Aboriginal and Torres Strait Islander academics, artists, writers, designers, performers and cultural practitioners
- Aboriginal and Torres Strait Islander community-controlled organisations, including community services, cultural organisations, religious groups, health and wellbeing organisations and sporting groups
- Indigenous media
- Indigenous businesses
- Aboriginal and Torres Strait Islander staff in government agencies and cultural institutions such as Aboriginal Affairs NSW, the government architect, curators, neighbouring councils
- community advocacy groups and campaigns
- service providers and interagency networks.

Delivering engagement

The role of Aboriginal staff is critical to nurturing and navigating the City of Sydney's ongoing relationships with Aboriginal and Torres Strait Islander communities. We have a specialist business unit – First Nations Leadership – to guide this area of work. However, the whole organisation must carry responsibility and demonstrate a level of cultural capability supported through cultural training and appropriate engagement tools.

We also procure community engagement expertise from Indigenous consultancies, as well as project specific cultural experts, for example Aboriginal and Torres Strait Islander curators, artists, writers, architects and designers.

All the City of Sydney's engagement activities will be respectful and welcoming to Aboriginal and Torres Strait Islander community members.

Our targeted engagement includes:

- regular meetings with the Metropolitan Local Aboriginal Land Council
- seeking advice from the Aboriginal and Torres Strait Islander Advisory Panel
- meetings with Elders, Cultural knowledge holders and Guardians, as well as local organisations
- dialogue forums with invited community members
- pop-up stalls and surveys at community events such as Yabun Festival and NAIDOC Week, in collaboration with the event organisers
- workshops with school students and youth groups
- partnerships with cultural and community organisations on major projects such as the Eora Journey
- call outs via Indigenous media, such as Koori Radio
- interagency networks
- collaboration with Aboriginal and Torres Strait Islander employees at the City of Sydney, in other councils, government agencies and education and cultural institutions

Children and young people

Commitment to authentic engagement

The United Nations Convention on the Rights of the Child enshrines 54 central rights that all children should have around the world. Article 12 states: "Children have the right to say what they think should happen when adults are making decisions that affect them and to have their opinions taken into account."

Our engagement upholds this right by empowering children and young people to express their views and ideas about the City of Sydney's strategies, projects and programs and to have those views and ideas considered alongside those of adults. We will apply the same guiding principles to engaging young people as we do everyone else. This includes conducting meaningful engagement with children and young people, analysing their responses, incorporating this into the relevant project, strategy or service and reporting the results to council.

This approach is consistent with the NSW Child Safe Standards which provide core components to ensure organisations provide a child safe environment. Standard 2 states: "Children participate in decisions that affect them and are taken seriously."

“Kids today are tomorrow’s adults and if kids are listened to now it will make a big difference for the future.” Children’s Summit participant

Creating empowering environments for children and young people

It is critical that children and young people know they are welcome to contribute their ideas. To achieve this we will:

- create engagement spaces where children and young people feel respected and can express themselves
- go to where children and young people are through our relationships with schools and services and places like skateparks, libraries and community centres
- ensure that our engagement activities do not present age barriers and that children and young people are welcome at our community workshops.

It is also important to recognise that children and young people come from diverse backgrounds. The City of Sydney needs to ensure we engage in ways that are culturally safe, respectful and actively reach a diverse group of young people. We commit to ensuring the voices of First Nations and culturally diverse children and young people are heard in our decision-making processes.

We acknowledge the importance of the trusted relationships between staff, children, young people and families in our early learning centres, out-of-school-hours care and youth services.



Image 9. Children’s workshop at Cook + Phillip Park Image credit: Katherine Griffiths / City of Sydney

Types of engagement with children and young people

Engaging on strategies and projects

The City of Sydney has a long record of consulting children and young people on the design of playgrounds and parks, including skate and recreational facilities. We always inform local schools and children's services when upgrading parks and offer engagement activities for their students.

We also engage children and young people in strategy development. Some of the ways we do this include providing class discussion guides and data maps online, holding workshops with students' representative councils and inviting schools to send representatives to student forums and summits.

Reviewing and developing services and programs

We seek feedback when we develop and review services and programs for children and young people. This feedback guides current and future offerings. The flexible self-direction and feedback built into our sessions also ensures that our approach responds to the interests, needs and ideas of children and young people. Involving children, young people and families in service design and operational policies.

The NSW Safe Child Standards states: "Families and communities are informed and involved". As part of the delivery of services and programs the City of Sydney will:

- engage families and communities on new services and programs, or changes to existing services and programs
- engage in open, two-way communication with families and communities about our child safety approach and make sure relevant information is accessible
- ensure families and communities have a say in our child safety policies and practices
- ensure families and communities are informed about our operations and governance including how to give feedback on services and raise issues of concern.

Engaging through school and child services

Schools and child services provide important community connections in our local area. Holding consultations in classrooms ensures a diverse range of local children and young people can participate.

However, schools and early learning centres are busy places. To build ongoing relationships between the City of Sydney and schools, it is important we have a sustained, coordinated approach and work within their systems and programming.

When engaging within schools and early learning centres we will ensure our activities support the learning outcomes in the curriculum. Our approach aligns with the philosophy of civics and citizenship that underpins the Australian national curriculum. Engagement activities offer students authentic learning experiences and opportunities to build knowledge about how their community and government works.

As well as class-based workshops, the City of Sydney also provides consultation kits with discussion questions that students' representative councils (SRCs) and teachers can run themselves and return to us as part of the consultation.

During the Sydney 2050 engagement we heard that schools are looking for opportunities for the SRCs to participate in. This included both in-school activities and City of Sydney hosted summits and workshops that students can attend with students from other schools. This is a powerful approach when working on development of big-picture strategies.

“I enjoyed meeting with other schools, talking with them and hearing what they have to say about the environment and the future of the city.” Children’s Summit participant

Working with youth networks and interest groups

The structure of our engagement activities should facilitate the sharing of ideas between children and young people and not just with the City of Sydney.

Students we engaged through the Sydney 2050 engagement spoke about how important it was to have the opportunity to exchange ideas and collaborate with peers from other schools on issues that matter to them.

We support the local youth services sector by leading and convening the City of Sydney Youth Interagency and actively participate in other interagency groups and networks, such as the Woolloomooloo Youth Working Group and the NSW Multicultural Youth Affairs Network. We also use programs such as Wear it Purple, Youth Week and our Youth Opportunities program and Emerging Civic Leaders program to promote youth engagement.

Our initiatives help connect and empower young people. Civic engagement programs involve young people as active citizens and amplify their voices in community decision-making. International students make up a large part of our population of young people.

The City of Sydney’s International Student Leadership and Ambassador Program builds the capacity of international students to co-design programs to address the needs of our culturally diverse communities.

Many services and organisations have youth advisory groups and representatives and these provide another avenue for engaging young people in the City of Sydney’s decision-making. Pathways such as YarnUp, provide important opportunities to engage diverse communities, including First Nations young people.

Young people are organising around issues that are important to them. We need to actively listen and engage with these self-organised groups, including climate activist groups. By working with networks of young people, we open the opportunity for engagement to be led by young people.

“Young people care and they want to be involved, and we think this a great way to help them be active citizens in their local communities.” Emerging Civic Leaders participant

People with disability

It is important that everyone has equitable opportunities to engage in community life and have a say on matters that affect them. We strive to make all our engagement activities inclusive and accessible. We also acknowledge it is important to have targeted conversations to properly understand how decisions impact diverse communities.

The City of Sydney’s Inclusion (disability) action plan commits to providing equitable access to mainstream services and encouraging people with disability to actively participate in our decision-making processes. The action plan commits to identifying and implementing ways to inform people with disability about how they can be involved in our decision-making. During the development of the plan, people with disability told us there needs to be more opportunities to have a say and co-

design principles need to be embedded into processes so that people with disability are involved in all stages of planning, implementation and evaluating.

The City of Sydney's Inclusion (Disability) Advisory Panel provides expert insights on experiences of people with disability and how we can increase access and inclusion. In addition to the importance of disability-led advocacy we also acknowledge the important role of families, carers, Disabled People's Organisations (DPO), advocacy groups and service providers and the insights that they can bring to our engagement.

Our staff guidelines for engaging people with disability outline minimum requirements for online and in-person consultation and give advice on inclusive and accessible community engagement.

We have an [Easy Read version](#) of this strategy available on our website.

Accessible information

We use plain English in all engagement materials, avoiding jargon and clearly explaining processes.

People have told us information in alternative formats is important. It is required, for example when consulting on the inclusion (disability) action plan, and we provide a range of different formats: Easy Reads, Auslan, video explainers, live captioning and large print to help make our information as accessible as possible. Community members can also request braille, audio, large text or Easy Read versions of any information on our website.

We have guidelines to assist staff in creating accessible digital and print documents, to procure inclusive and accessible materials such as Easy Read versions of documents and to guide staff in communicating with people with disability.



Image 10. Table-based workshop with 8 participants at the co-design roundtable for the inclusion (disability) action plan 2025-29. Photo: [Margaret Sevenihazi](#) / City of Sydney

Digital engagement
People have told us that they really value digital engagement. It enables the convenience of engaging at home and can make participating more accessible. People with disability have told us that they would like us to share information online, particularly through social media, our website and e-newsletters.

In 2019 the City of Sydney collaborated with Vision Australia to update our digital and print accessibility policy and procedures to comply with current standards for accessible digital and print information. Our websites and web applications must be compatible with assistive technologies (screen readers and magnification software) and comply with the Web Content Accessibility Guidelines 2.2.

The updated policy also provides a guide to choosing alternative formats for documents based on the audience and the type of document being produced. Providing transcripts of audio content, captions for video content, and different channels for submissions and feedback (written or by phone) broadens access to online engagement.

Digital Divide

Some people with disability have low internet usage or do not use it at all, highlighting the importance of keeping a range of ways for people to engage with the City of Sydney, including by phone or in person.

Inclusive and accessible events

Our inclusive and accessible event guidelines for staff outline key access and inclusion considerations for planning and delivering a range of in-person and online events.

We provide accessible seating, hearing loops and a continuous accessible path of travel to support inclusive participation at face-to-face events. Simple adaptations to the design of workshops, for example smaller table groups, can make a significant difference to how inclusive these are.

To make events more accessible, we provide information to help people plan to attend, including accurate venue information and details of access features that will be available at the event. We also ask people during the booking process if they have any accessibility or communication requirements.

Opportunities for inclusive participation

When planning inclusive engagement, it is important to ensure that communication is provided in an accessible format such as Auslan or Easy Read. It is also important to ensure that equitable opportunity for participation is provided throughout the engagement, for example, through inclusive facilitation or small group activities. Flexibility is key, as well as a welcoming and positive attitude and a willingness to adapt to provide for inclusive participation.

Culturally and linguistically diverse communities

The City of Sydney is one of the most culturally and linguistically diverse parts of Australia. Almost 50% of our residents were born overseas and 36.7% of people speak a language other than English at home. Most commonly spoken languages include Mandarin, Cantonese, Thai, Spanish, Indonesian, and Vietnamese.



Image 10. Mandarin community session for the Community Strategic Plan Image credit: Katherine Griffiths

Culturally diverse communities have told us they value ongoing communication with City of Sydney, and that they get information through media and social media in their own-languages as well as through trusted groups like community and faith-based organisations. People need easily accessible information in plain English or in their first language, to understand what we are doing and how to participate.

We actively work with our culturally and linguistically diverse communities to identify communication gaps and barriers and develop strategies to ensure our information and services are accessible. We provide information in plain English and translations into community languages when needed. We acknowledge the importance of culturally welcoming and inclusive customer experiences. We leverage the knowledge and skills of our culturally diverse workforce and recognise the importance of building cultural competency of staff through training.

Channels that establish the relationship and ongoing engagement that we engage through include:

- our Multicultural Advisory Panel
- cultural groups that meet at our community centres
- International Student Leadership and Ambassador Program
- memorandums of understanding with universities
- library programs (bilingual storytime and other programs)
- Mandarin and Cantonese translators attending info days in Green Square
- translated materials and surveys to support major engagement projects such as a Vision for Haymarket
- wellbeing survey translated into community languages (traditional and simplified Chinese, Korean, Indonesian and Thai)
- longitudinal survey in Green Square, in partnership with University of New South Wales, available in simplified Chinese
- relationships with community leaders, organisations, service providers
- relationships with associate event providers for Lunar New Year.

Priority Communities

We know there are groups within the community that are more likely to confront persistent barriers to accessing services and government systems. City of Sydney staff are committed to the value of respect. This means considering and valuing the views of everyone, showing empathy and treating all people equally and with dignity and respect.

It is important for us to recognise that people may need extra support to participate in our decision-making processes. We may need to tailor the engagement approach to make sure everyone impacted by the project is heard. Sometimes this includes overcoming barriers, such as a lack of access to digital channels or difficulty attending City of Sydney's standard face-to-face events.

Some of the ways we overcome these barriers include:

- going to where people feel safe, in the places and services they use every day
- creating an environment that is comfortable and welcoming, for example having a cup of tea at the community centre or facilitating conversations through trusted staff and service providers
- adapting consultation materials and online surveys so they are shorter or easier to complete and conducting them face-to-face as an interview
- taking the time to listen, not rushing people and expecting everything to be completed at once.

We reach out to impacted community members through existing forums, like resident groups, social housing neighbourhood advisory board meetings, community programs and services. We consult with trusted community representatives. The City of Sydney also organises regular local meetings such as the Lord Mayor's social housing forums.

The Covid-19 pandemic helped to strengthen a collaborative approach to engaging priority communities through the facilitation of the vaccine rollout. This required the City of Sydney, state government agencies and community organisations and services to work together and share resources and expertise. Regular communication through local services and networks, distributed via printed materials and community radio were very effective. The lessons learned and relationships built through this emergency response approach will inform our engagement into the future.

Some guiding principles to ensure priority communities can participate in our engagement processes include:

- always provide alternatives to digital communications
- meet in places that are familiar and local
- recognise some people are hesitant to engage with government staff due to their past experiences or lack of trust and take time to build a rapport and create meaningful engagement
- consider opportunities to engage in small groups or one-to-one
- maintain communication to continue show respect and retain trust by responding to people about the project through the same channels they used or prefer

Some of the community channels and places we use include:

- community centres
- libraries
- schools
- our services, including child and youth services, homelessness and safe city programs and Meals on Wheels
- social housing forums

- interagency networks with local services providers, not-for-profit organisations and government agencies
 - local services and advocacy groups.
-

Business sector

Sydney is recognised as a global city and the leading economic centre of Australia. In 2023 the economy that operates within the City of Sydney local area generated over \$142 billion in economic output, accounting for 6% of the total Australian Gross Domestic Product (GDP).

The City of Sydney local area hosts over 520,000 jobs, with the biggest employers finance and financial services (125,000 jobs) and professional and business services (94,000 jobs). There are also significant clusters of jobs in the information, communication and technology sector (39,000 jobs), tourist, cultural and leisure sector (33,000 jobs), creative industries (32,000 jobs) and food and drink (32,000 jobs). Considering the size and diversity of the economic opportunities in the City of Sydney, maintaining a strong, inclusive, innovative and sustainable economy is critical for Greater Sydney, NSW and Australia.

The City of Sydney makes important and direct contributions to promote an environment that facilitates economic growth, playing an important role in land use and transport planning, public domain improvements, advocacy and connecting business networks, local chambers and peak bodies. We are guided by a community vision for a vibrant, future-focused and diverse economy.

The City of Sydney has a dedicated team that works closely with the business sector to ensure our initiatives, grants and education programs are developed appropriately. We use a variety of channels to engage with the business sector including:

- our Business and Economic Development Advisory panel
- engagement on the new Economic Development Strategy 2025-2035
- regular briefings on programs, projects and issues
- quarterly public reporting on the state of the City of Sydney economy
- listening sessions with business chambers, industry associations and business representatives
- customer service business concierge providing information to business owners on a one-on-one basis
- relationship management with grants recipients.

Challenges

Overall, the City of Sydney economy has recovered strongly from the significant economic impacts that were triggered by the Covid-19 pandemic and the high inflation and cost of living pressures that followed, although economic headwinds for retail and hospitality. Changing patterns of work and the impact of more flexible work arrangements have led to a change in the way the city is used, with fewer commuters Monday to Friday, but a sharp increase in the number of visitors to the city, particularly on weekends. These changes present both challenges and opportunities.

In addition, the City of Sydney economy, like all economies is presented with several underlying vulnerabilities. These include the threat presented by climate change, the economic and social costs of rising inequality and the impact of slowing productivity growth and unrealised innovation potential. The City of Sydney is responding to these challenges through the new Economic Development Strategy 2025-2035 and is actively engaging with this sector to meet their needs.

Creative sector

The City of Sydney is committed to supporting Sydney's cultural life. We recognise the intrinsic and instrumental value of creative activity as a cultural, economic and social force. Culture is an essential component of all aspects of life. It gives our city its character and creates a shared identity for our diverse and growing population. It is fundamental to an inclusive society, which helps our communities remain connected in times of change. For our city to succeed, we must value our unique, eclectic and diverse people by welcoming new ideas and forms of expression.

A city that aspires to a strong cultural life needs to value its artists, musicians, writers, filmmakers, designers and other creative practitioners. We need to harness the full potential of our creative practitioners and apply their thinking city-wide, integrating it into every aspect of the city and its long-term vision.

We provide a range of accessible opportunities for cultural organisations, artists, and the broader community to provide input into the City of Sydney's vision, priority issues and programs.



Image 11. Creative Sector workshop for the Community Strategic Plan Image credit: Jessica Lindsay

We actively engage with the creative sector during:

- policy and strategy development such as Sustainable Sydney 2030–2050 Continuing the Vision, Cultural Strategy 2025-2035, grants and policy reviews and development control plans
- public exhibition of policies, strategies or planning proposals that may impact the cultural life of the City of Sydney.

Channels used by us to engage with the creative sector include:

- our Nightlife and Creative Industries Advisory Panel
- direct in-person engagements
- public briefings and question and answer sessions where communities learn about our programs and are invited to speak with staff

- online webinars and forums
- attendance by invitation to forums, conferences and events organised and hosted by others in the sector
- liaising through our advisory panels

Challenges faced by the City of Sydney when engaging with the sector include reaching the right mix of cultural, creative and business operators as well as culturally diverse communities including Aboriginal and Torres Strait Islander communities.

Cultural sector challenges

The growth of the City of Sydney area and rising property prices have had unintended consequences for our cultural life, impacting the viability of venues for live music, small theatres, galleries, studios and rehearsal spaces. There are significantly fewer spaces available where creative professionals can work and live.

The city has now endorsed its new Cultural Strategy 2025-2035. This strategy outlines a roadmap for the next 10 years to address the issues facing the creative sector in Sydney.

Consultation was undertaken directly with the sector in the development of this strategy. Some of the key findings from the sector that have informed the Strategy include the following insights:

The investment in cultural needs to be expanded and so does our way of thinking about it

We need to challenge the notion that cultural subsidies are simply propping up not-for-profit operators whose costs of production outweigh commercial returns. Instead, we need to embrace our investment in creativity as resourcing innovation, inclusion, adaptation, social cohesion and wellbeing.

The sector is suffering from burnout – recovery will take time.

Burnout is a new normal in cultural organisations and it is openly discussed. We need to acknowledge it and work together to address it. There is no cash infusion or silver bullet that will fix this. We need a steady, measured approach, consistently working to firm up the foundations.

For the full insights see the [Cultural Strategy 2025-2035](#)

Community participation plan for land use planning

The City of Sydney is required to have a community participation plan which describes the public exhibition and notification processes for land use planning matters in terms of the *Environmental Planning and Assessment Act 1979* and the *Environmental Planning and Assessment Regulation 2021*.

Areas covered by this chapter include strategic planning and plan-making, planning agreements and development assessment. It should be read in conjunction with the following appendices:

- Appendix C – land use planning notification and submission requirements
- Appendix D – land use planning consultation matrix
- Appendix E – glossary of terms.

This chapter and appendices constitute the City's community participation plan.

Strategic planning

Strategic planning involves preparing long-term plans to guide the city's growth and change and setting planning controls to guide development.

The City of Sydney's strategic land use planning is informed by the NSW Government's regional and district plans and our Community Strategic Plan Delivering Sustainable Sydney 2030-2050.

These plans set the foundations for the Local Strategic Planning Statement: City Plan 2036 which sets the 20 year land use planning vision; planning controls in our Local Environmental Plan and Development Control Plan; and Contributions Plans which provide funding local infrastructure.

The City reviews and amends these plans in consultation with the community to ensure they contribute to agreed state and local planning objectives.

Development assessment

Development assessment, or statutory planning, involves assessing a proposal for development (development application) to use land or undertake building works against planning controls.

Development applications can be determined by delegated City of Sydney staff; by the Local Planning Panel; or by the Central Sydney Planning Committee, where the cost of works exceeds \$50 million.

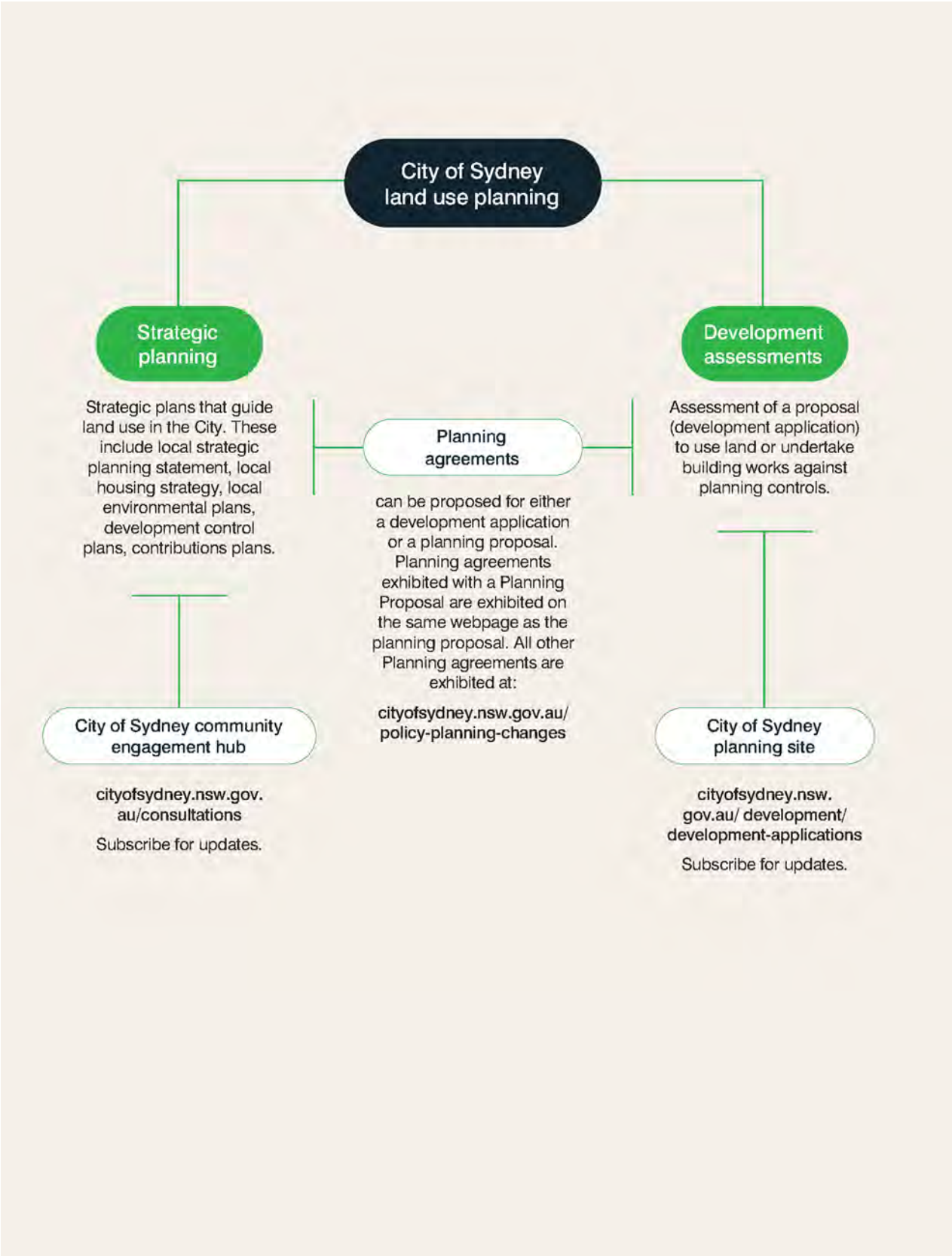
At the City of Sydney, the majority of development and footway applications are assessed against:

- the Sydney Local Environmental Plan 2012
- the Sydney Development Control Plan 2012
- relevant state environmental planning policies
- other relevant legislation, such as the *Local Government Act 1993*, the *Roads Act 1993* and the *City of Sydney Act 1988*.

There are some limited circumstances where historical local environmental plans and development control plans may apply.

Examples of the types of applications the City of Sydney receives and assesses include development applications, footway applications, section 4.55 and 4.56 modification applications, division 8.2 application reviews, Council-related applications, environmental impact statements, designated development, integrated development and state significant development. Definitions of each can be found in Appendix E.

Figure 3. How to engage on land use planning matters



Notification and submission requirements, maps, timeframes, engagement activities and glossary of planning terms are detailed in appendix C, D and E.

Appendices

Appendix A: list of legislation

Legislation or standards

Local Government Act 1993

Environmental Planning and Assessment Act 1979

Environmental Planning and Assessment Regulation 2021

Crown Land Management Act 2016

Roads Act 1993

City of Sydney Act 1988

Multicultural NSW Act 2000

Disability Inclusion Act 2014

Children's Guardian Act 2019

Privacy and Personal Information Protection Act 1998

Geographical Names Act 1966

Geographical Names Board policies and manuals

NSW Child Safe Standards

Appendix B: list of engagement activities

This list is not exhaustive. The City will assess each project in line with the principles of the Community Engagement Strategy to decide on the tools and activities used.

Activity
Website – sydneyyoursay.com.au
Surveys (online, intercept, randomly selected)
Online interactive maps
Online community ideas boards
Quick polls
Community discussion guides
School activities kits
Data stories
Advisory panels, committees and groups
Partnership and networks
Summits
CityTalks
Stakeholder briefings
Community workshops
Deliberative workshops
Citizens juries
Focus groups

Activity
Stakeholder meetings
In depth interviews
Social housing meetings
Creative writing workshops
Door knocking
On-site pop-ups
Walking tours
Site visits
Information stalls
Community letters
Social media
E-newsletters
Stakeholder emails
Signage in the public domain
Videos, animations, flythroughs
Artist impressions, images and designs

Appendix C: land use planning notification and submission requirements (community participation plan)

The City will publicly exhibit development applications and draft plans (including development control plans, contributions plans, local strategic planning statements, community participation plans, and planning proposals) on the website for the dates and duration set out in the notice.

The notification process will:

- ✓ adhere to the community participation plan for land use planning
- ✓ be consistent in the notification of similar applications
- ✓ clearly identify circumstances where a notification is not required (see appendix D)
- ✓ facilitate the efficient processing of applications without compromising the opportunity for public participation
- ✓ identify exhibition period and letter notification area (see appendix C and D).
- ✓ exclude the period between 20 December and 10 January (inclusive) from the calculation of the public exhibition (should the timing of the application fall over the traditional holiday period of Christmas and New Years Day)
- ✓ extend the notification closure date to the next business day if a notification period finishes on a weekend or a public holiday

Notifications for development applications

The information contained in notifications for development applications is required by the Environmental Planning and Assessment Act 1979 and the Environmental Planning and Assessment Regulation 2021. This information includes:

- the general nature and purpose of the development proposal;
- the address of the proposed development;
- the name of the applicant;
- the application reference number;
- where and when the DA can be inspected;
- the period during which submissions can be made;
- Council's contact details including address, telephone and email;
- a statement outlining the privacy rights of any person making a submission to Council;
- a statement outlining the requirement for a submitter to a development application to make a public disclosure of any donation to a Councillor and/or gift to a Councillor or Council employee in the previous two (2) years. Failure to disclose relevant information is an offence under the Act. It is also an offence to make a false disclosure statement. Further information, including a 'Political Donation and Gifts Disclosure Statement' form and a glossary of terms, is available online or in person at any of Council's office locations;
- the date of the notification letter, with the notification period commencing one day after the date of the notification letter.

Site notices

Site notices as required by this plan will be placed on the main frontage(s) (not service lanes, except where significant development is proposed on that service lane) of the site(s) in a position where it will be able to be read from a public place.

Changes or exceptions to notification procedures

The City has the discretion to alter the procedures in appendix D for a particular application if the nature of the development, its location or the history of site development warrants a different form of consultation. In such circumstances the notification period may be increased up to 40 days.

In exceptional circumstances, where it is determined the nature or circumstances of the development do not require or allow for notification in accordance with the procedures in appendix D, the Director of City Planning, Development and Transport may consider reduced notification.

The City may write to affected and adjoining landowners and occupants, depending on the nature, scale, potential environmental impact of the proposal and practicality of carrying out the notification. For example, the City may not issue written notifications where a citywide administrative amendment has no material impact on the community.

Where a development is not listed in appendix D, the City will determine the most appropriate notification procedure using appendix D as a guide.

An applicant may apply for an amendment to the development application at anytime prior to determination under the *Environmental Planning and Assessment Regulation 2021*. The application may be re-notified matching the original exhibition period, or the City may reduce or remove the re-notification period if the amendment does not result in significant additional environmental impact.

An application for a review of a determination of an application, under Division 8.2 of the *Environmental Planning and Assessment Act 1979*, will be notified in the same manner as the original application. Anyone who made a submission to the original application will be notified.

For an application to modify an existing development consent, under sections 4.55(2) & 4.56(1) of the *Environmental Planning and Assessment Act 1979*, where the original development application was for designated development, State significant development, nominated integrated development or threatened species development, anyone who made a submission to the original application will be notified, or reasonable attempts will be made, by sending written notice to the last address known to the City of the submitter.

For an existing development consent that is modified or revoked, under section 4.57 of the *Environmental Planning and Assessment Act 1979*, as a consequence of a proposed Local Environmental Plan amendment, notice will be provided to those who are considered to be adversely affected by the revocation or modification of the consent.

Requirements outlined in appendices C and D do not apply to permits for works to trees. Schedule 8 of the Sydney DCP 2012 establishes procedures for notification of neighbours when a tree is to be removed.

Deficient development applications

The Council may not notify a development application which is considered incomplete or inadequate.

Notifications for draft plans

The Environmental Planning and Assessment Regulation 2021 requires the City, when consulting on draft Development Control Plans and draft Contributions Plans, to publicly exhibit a copy of the draft plan and a copy of any supporting documents on the dates and during the times set out in the notice. Draft Local Strategic Planning Statements, draft Community Participation Plans and Planning Proposals (LEP amendments) are exhibited and notified in the same way. Planning Proposals are also exhibited in accordance with requirements of a Gateway Determination.

For draft plans, the City may also write to affected and adjoining land owners and occupants, depending on the nature, scale, potential impact of the change and practicality of carrying out the notification. For example, the City may not issue written notifications where a citywide administrative amendment has no material impact on the community.

Draft plans are notified for at least the minimum period set out in the *Environmental Planning and Assessment Act 1979*.

The City exhibits all draft plans on its website. All written notices will:

- give a brief description of the draft plan or its objectives and intended outcomes
- indicate the land affected by the draft plan
- state where the draft plan can be viewed online
- provide contact details for the receipt of submissions
- indicate the last date for submissions, and
- in relation to Planning Proposals (LEP Amendments), confirm whether authorisation for making the plan has been issued to Council.

Notification of planning agreements

A planning agreement cannot be entered into, amended or revoked unless public notice is given and the planning agreement is first made publicly available for inspection for a minimum period of 28 days.

If the planning agreement is in connection with a development application, the public notice will be given as soon as possible after a draft agreement has been prepared and agreed by the parties, in the same manner as any public notice of the relevant development application that is required under this plan and the Act.

If the planning agreement is in connection with a planning proposal, the public notice will be given, if practicable, as part of and concurrently with, and in the same manner as, any public notice of the relevant planning proposal that is required under this plan.

Where it is not practicable to give public notice at such times, the Regulation requires that it be given as soon as practicable as determined by Council.

Any material changes proposed to be made to a planning agreement after a public notice has been given should be subject to renotification if the changes would materially affect:

- how any of the matters specified in section 7.4 of the Act are dealt with by the planning agreement;
- other key terms and conditions of the planning agreement;
- the Council's interests or public interest under the planning agreement;
- whether a non-involved member of the community would have made a submission objecting to the change if it had been publicly notified.

Submissions

In making, considering and responding to submissions for development applications and draft plans, the following procedures apply:

- anyone may make a submission regardless of whether they received a notification letter
- anonymous submissions will not be considered or acknowledged
- submissions are not confidential and are open to public access under the Government Information (Public Access) Act 2009 (GIPA Act)
- all submissions received within the notification period will be considered and summarised in assessment or engagement reports
- submissions received will be acknowledged as soon as practicable
- submissions must be made in writing, must include the development address or application number and must be delivered to the Council either personally, by post or electronic mail.

Planning staff may discuss applications over the phone, but these conversations do not constitute a submission.

- submissions must include contact details including a return address (postal or email address). This will allow acknowledgement letters to be sent.
- illegible submissions will not be acknowledged.
- where the submission comprises a petition, the acknowledgement and all future contact will be sent to the head petitioner or, where not nominated, the first petitioner supplying contact details.
- best endeavours will be made to contact people prior to the applicable meeting of the Council or the Central Sydney Planning Committee. However the onus remains on the person to seek information about meeting dates from the officer dealing with the application or the City website.
- for development applications, acknowledgement letters will include advice that if the person making the submission wishes to be notified of the Local Planning Panel or Central Sydney Planning Committee meeting where the development application is to be considered, they must provide daytime contact details.
- following the determination of a development application, anyone who made a submission will be notified in writing of the decision.

Notification distribution – development applications

In addition to placing applications on its website, the Council notifies an application by sending a letter to surrounding property owners and occupiers.

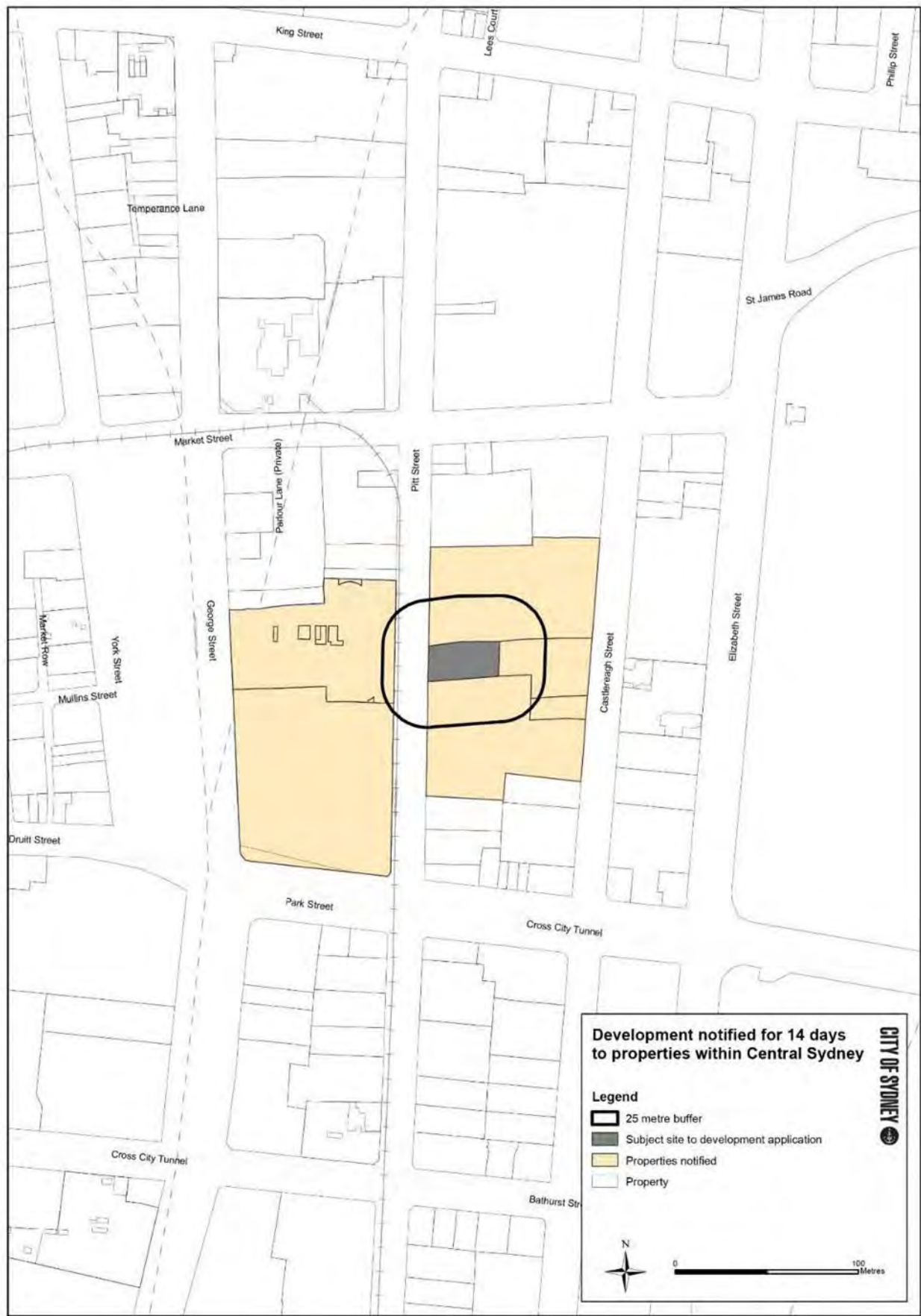
- ✓ 25m for development notified for 14 days;
- ✓ 50m for development notified for 21 days; and
- ✓ 75m for development notified for 28 days.

The notification area may be altered based on the nature and the likely impact of the development proposal, as explained in the subsection 'Changes or exceptions to notification procedures' in Appendix C. Council-related development applications may be notified for 28 days over a 25m radius in circumstances where the application is assessed as falling into the 'Low Risk' level of risk category pursuant to the Council-related Development Applications Policy.

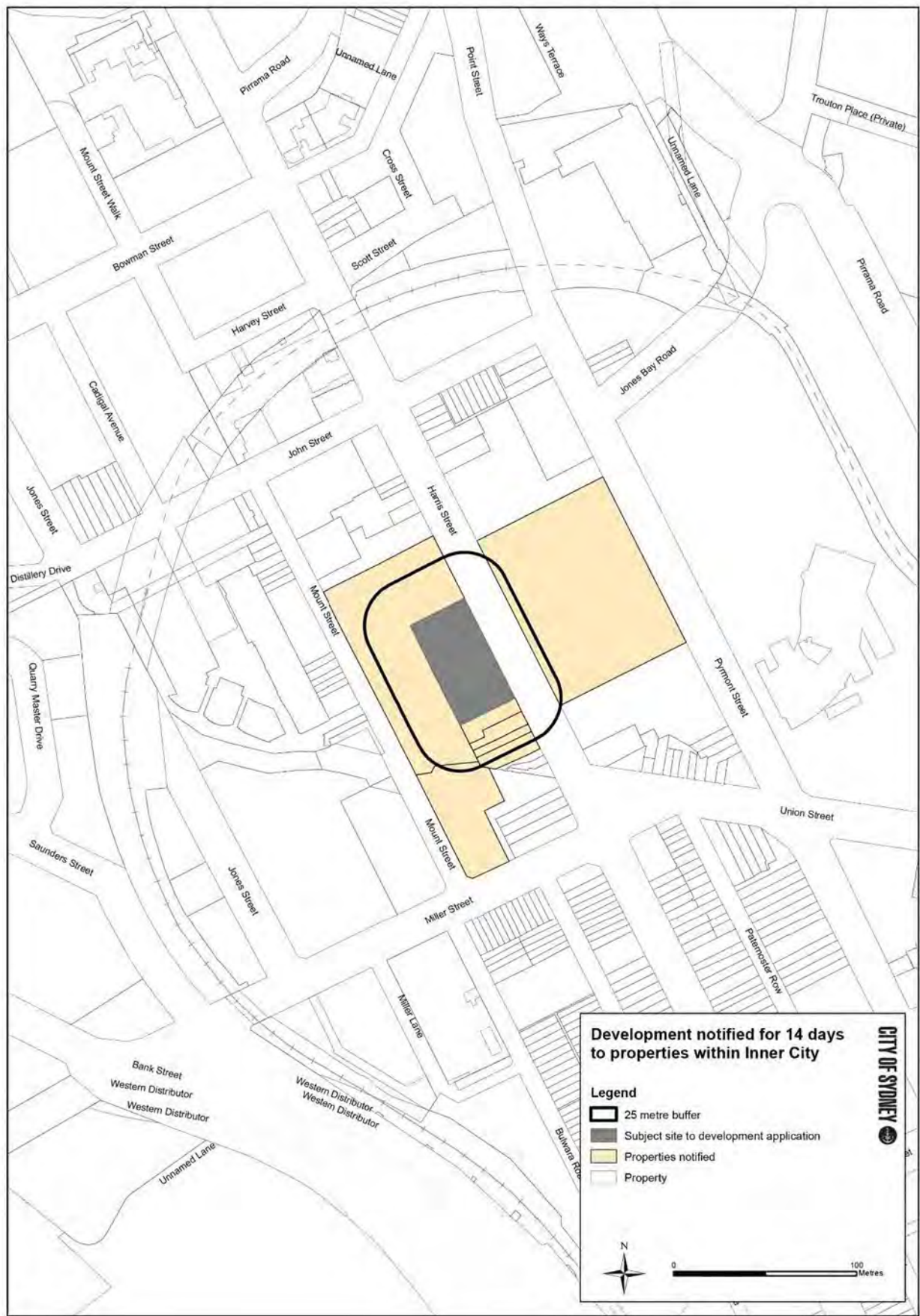
Properties in adjoining local government areas within the minimum radius detailed above will be notified in accordance with these provisions if the adjoining local government authority provides the City of Sydney with the relevant property details within 48 hours of making a request.

Where a surrounding property is in single ownership, including properties owned by a single company, the letter will be addressed to that owner. Where a surrounding property has multiple owners but is not under strata or community title (i.e. more than one individual owner or more than one company owner), letters will be addressed to all owners. Where a surrounding property is in strata or community title, letters will be addressed to the Owners Corporation and to individual owners of strata units.

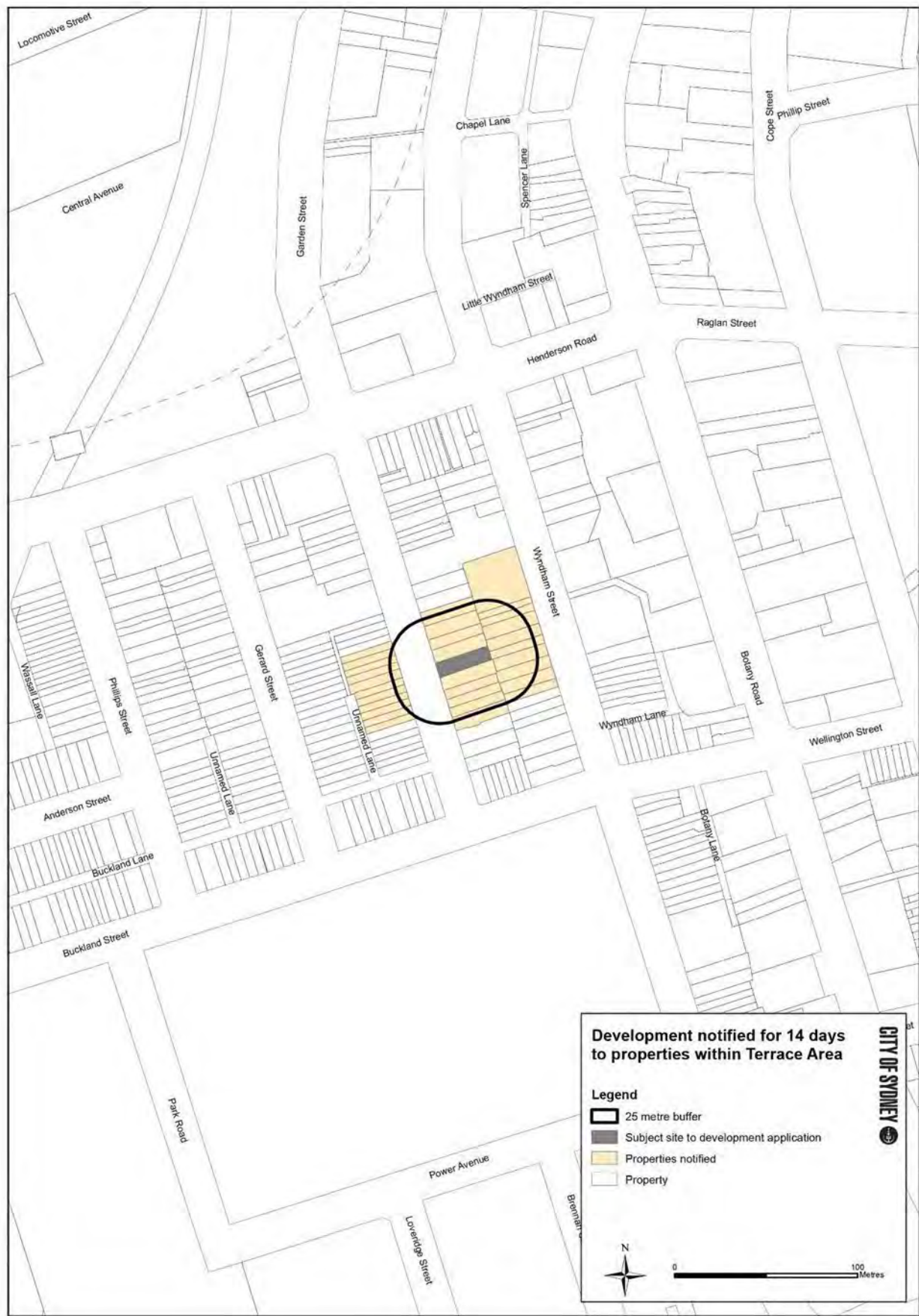
Development notified for 14 days to properties within Central Sydney



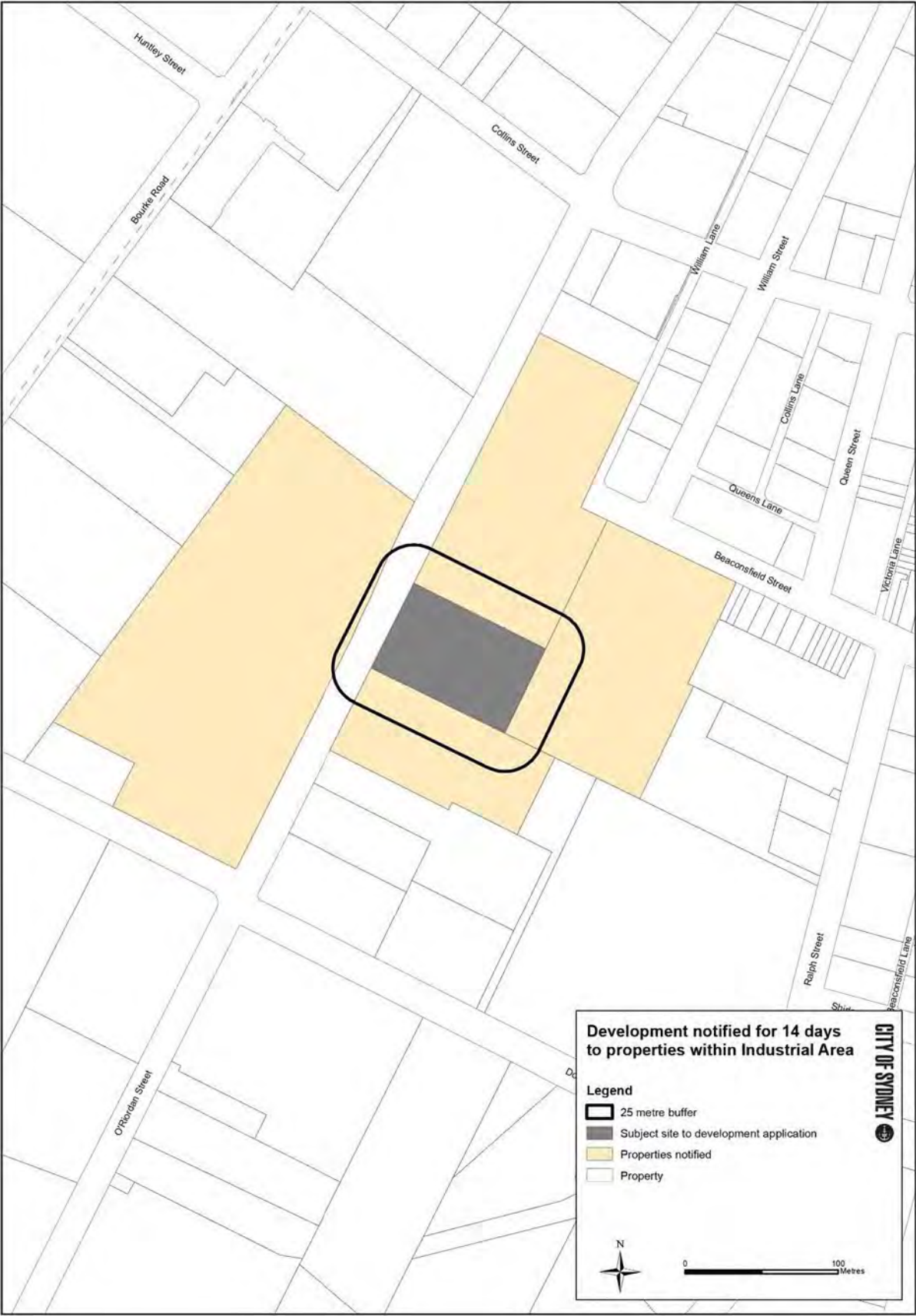
Development notified for 14 days to properties within Inner City



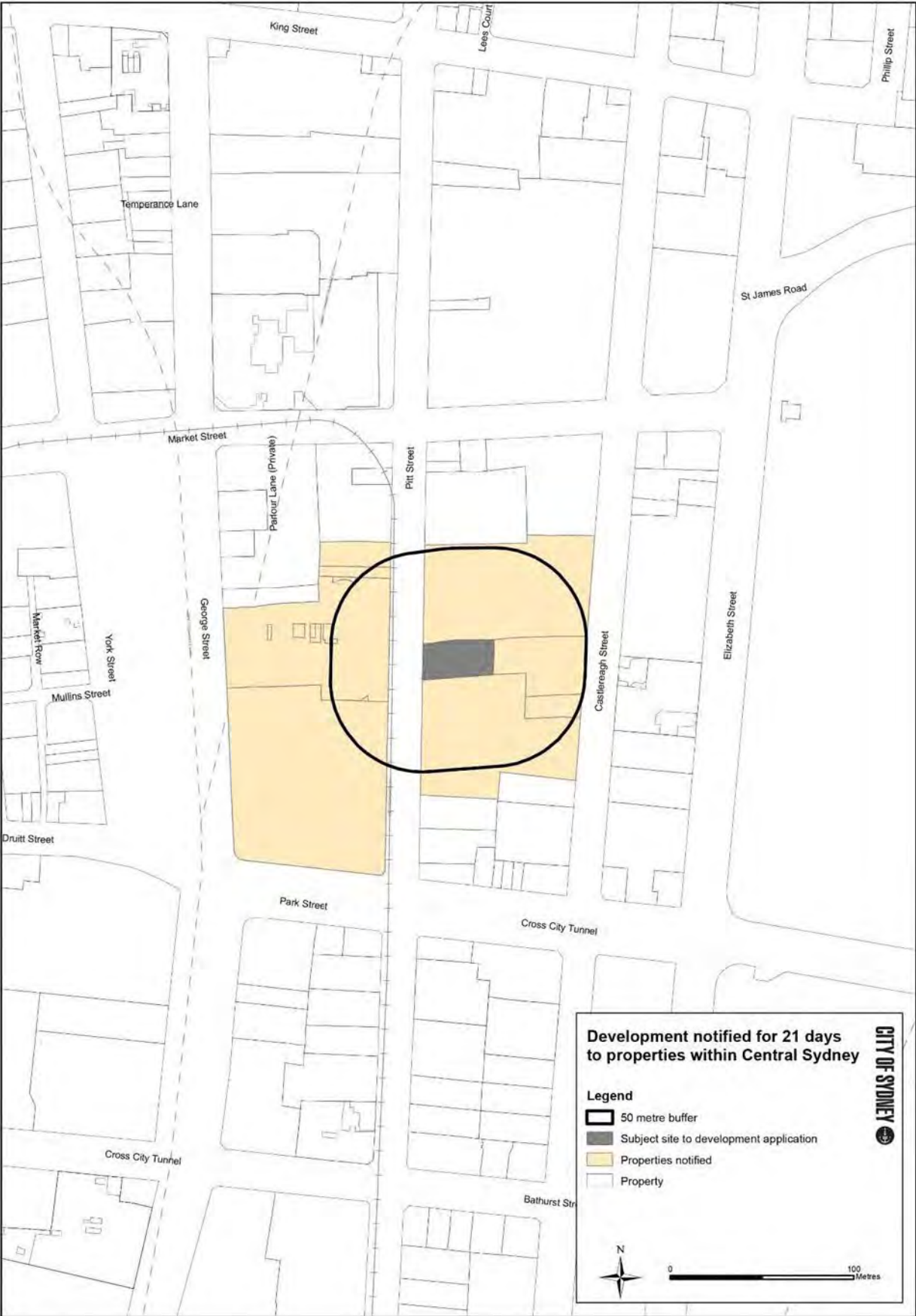
Development notified for 14 days to properties within Terrace Area



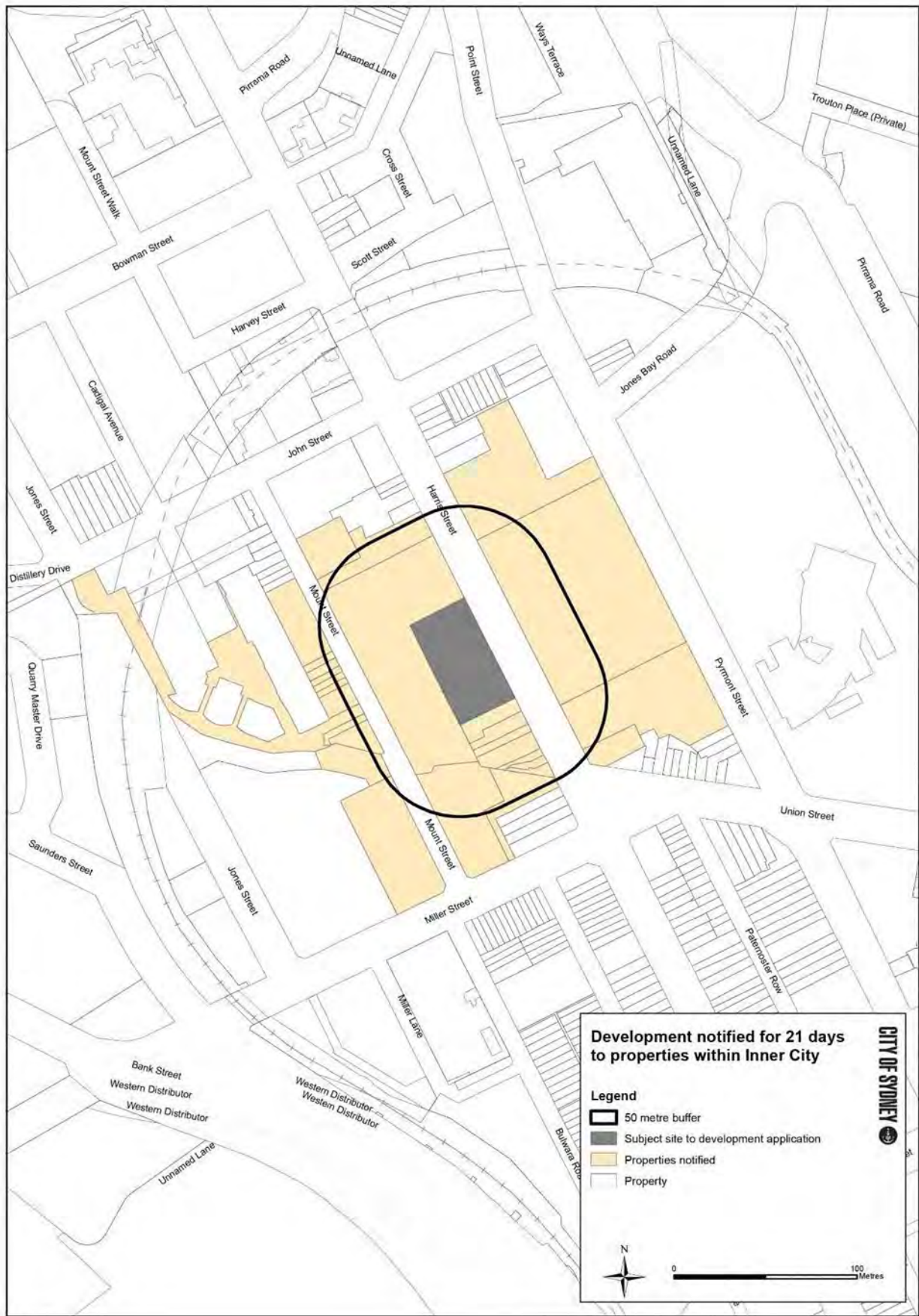
Development notified for 14 days to properties within Industrial Area



Development notified for 21 days to properties within Central Sydney



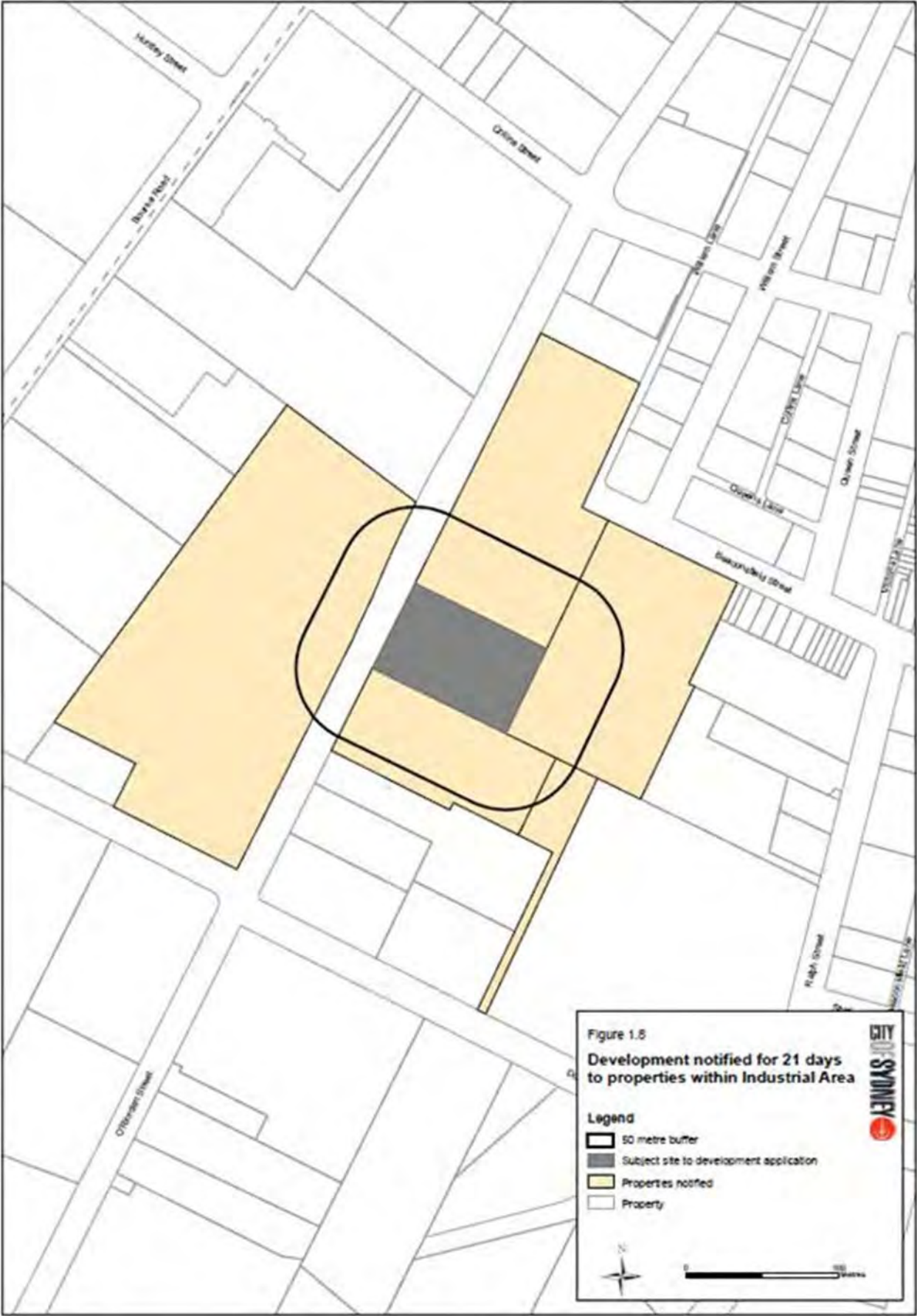
Development notified for 21 days to properties within Inner City



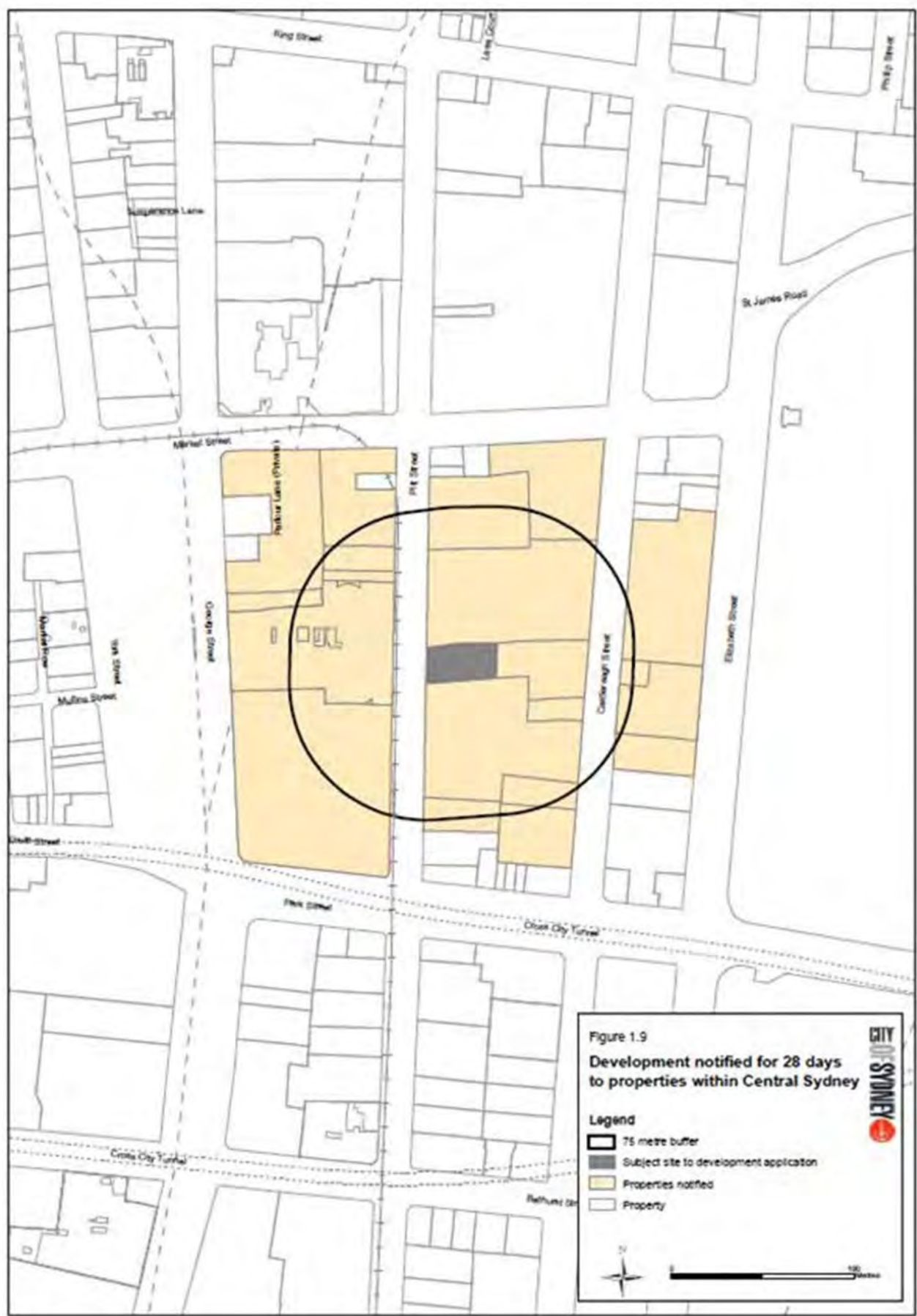
Development notified for 21 days to properties within Terrace Area



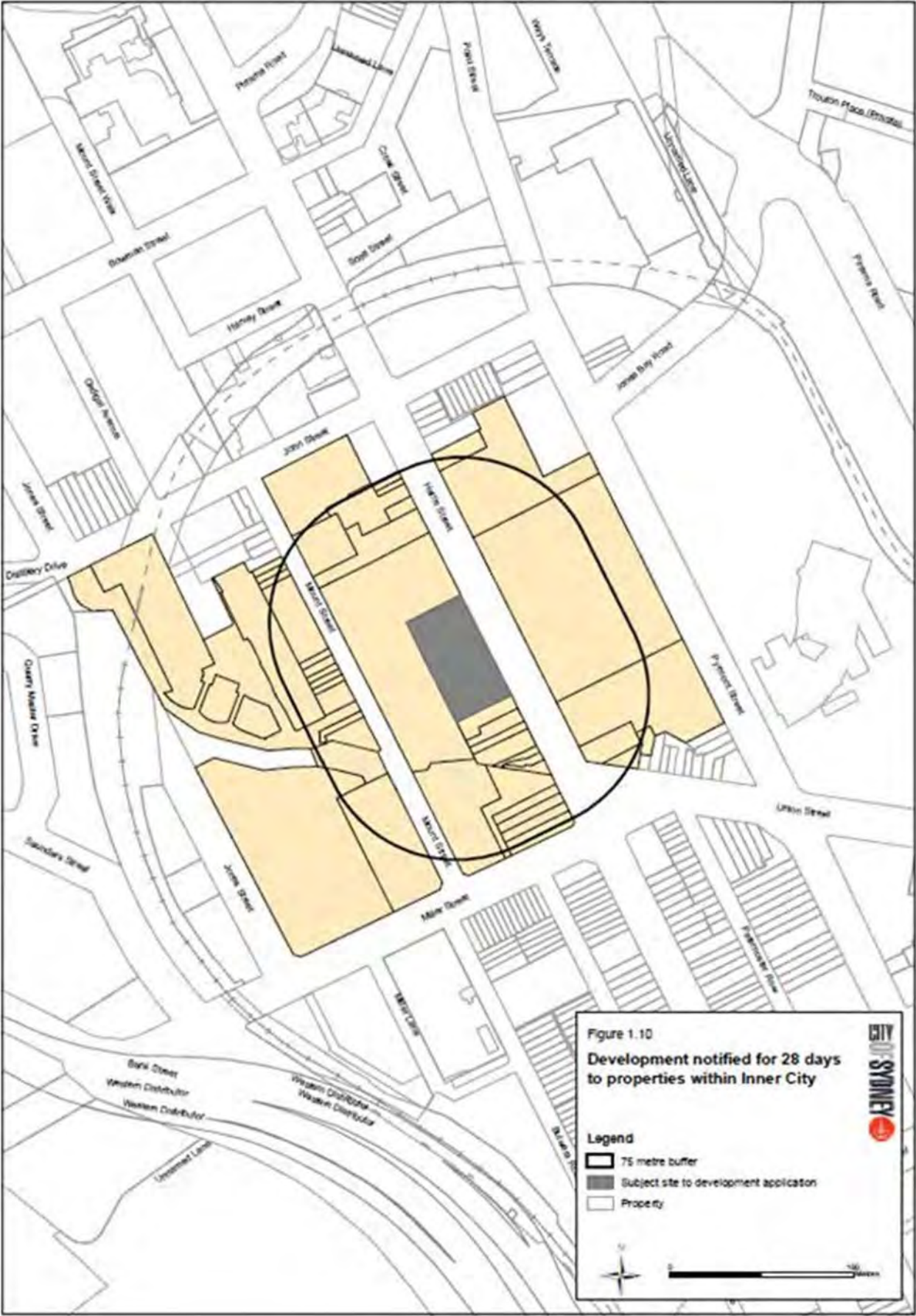
Development notified for 21 days to properties within Industrial Area



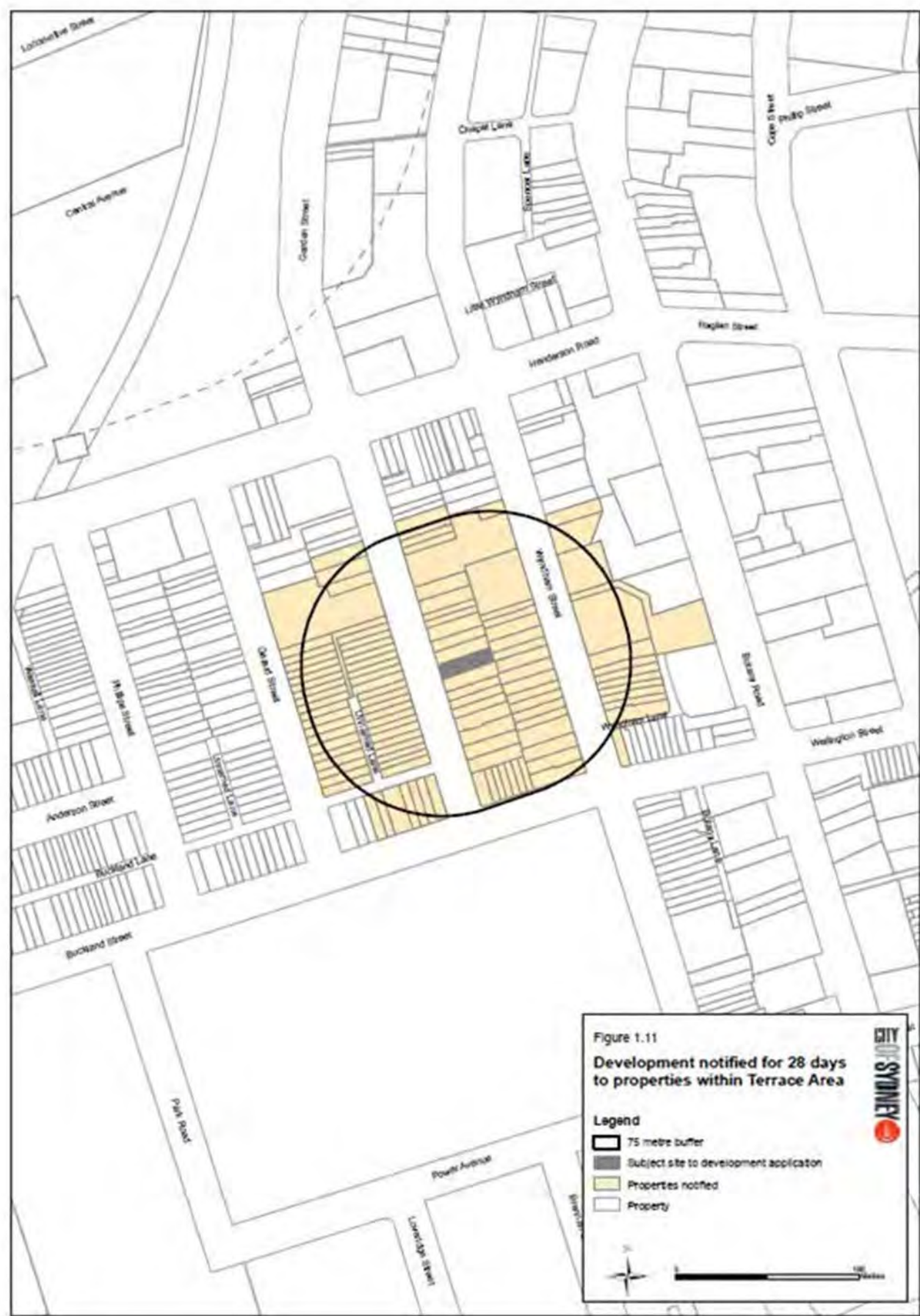
Development notified for 28 days to properties within Central Sydney



Development notified for 28 days to properties within Inner City



Development notified for 28 days to properties within Terrace Area



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Appendix D: land use planning consultation matrix (community participation plan)

X = activity required under legislation

* = may be required by State Government

Category	Type	DA category	DA category detail	30 days exhibition period	28 days exhibition period	21 days exhibition period	14 days exhibition period	No notification	Site notice	City of Sydney consultation hub	City of Sydney planning site	Letter notification	Distribution 75 metre buffer	Distribution 50 metre buffer	Distribution 25 metre buffer
Strategic planning	Local Strategic Planning Statement				X					X		*			
Strategic planning	Community Participation Plan				X					X		*			
Strategic planning	Local Environmental Plans and amendments (Planning Proposals) ^a				X					X		*			
Strategic planning	Development Control Plans				X					X		*			
Strategic planning	Contribution Plans				X					X		*			
Strategic planning	Application for retrospective award of Heritage Floor Space				X					X		X	X		
Development assessments	Designated development				X				X		X	X			
Development assessments	Integrated development ^b				X				X		X	X			
Development assessments	State significant development				X				X		X	X			
Development assessments	Environmental impact statement			X							X				
Planning agreements	Planning agreements				X						X	X			
Development assessments	Development applications	Accommodation for aged and disabled persons provided under the Seniors Living SEPP				X			X		X	X		X	
Development assessments	Development applications	Boarding houses (new)				X			X		X	X		X	
Development assessments	Development applications	Category 1 Remediation work under SEPP 55 [SEPP (Resilience and Hazards)]			X				X		X	X	X		
Development assessments	Development applications	Change of use	from a dwelling to another use			X			X		X	X		X	
Development assessments	Development applications	Change of use	to a non-residential use in a residential zone			X			X		X	X		X	
Development assessments	Development applications	Change of use	convenience stores; sex industry premises; places of public entertainment; pubs; night clubs; bars; amusement arcades and the like			X			X		X	X		X	

Community Engagement Strategy and Community Participation Plan 2025-2029

Category	Type	DA category	DA category detail	30 days exhibition period	28 days exhibition period	21 days exhibition period	14 days exhibition period	No notification	Site notice	City of Sydney consultation hub	City of Sydney planning site	Letter notification	Distribution 75 metre buffer	Distribution 50 metre buffer	Distribution 25 metre buffer
Development assessments	Development applications	Change of use	of a whole multi-storey building			X			X		X	X		X	
Development assessments	Development applications	Child care centres				X			X		X	X		X	
Development assessments	Development applications	Commercial/retail and other non-residential buildings	new buildings & additions less than 3 storeys				X		X		X	X			X
Development assessments	Development applications	Commercial/retail and other non-residential buildings	new buildings & additions 3 or more storeys			X			X		X	X		X	
Development assessments	Development applications	Community centres / facilities				X			X		X	X		X	
Development assessments	Development applications	Community events					X		X		X	X			X
Development assessments	Development applications	Council-related development applications	low-risk ^c		X				X		X	X			X
Development assessments	Development applications	Council-related development applications	medium or high risk ^c		X				X		X	X	X		
Development assessments	Development applications	Development where value of work exceeds \$50 million			X				X		X	X	X		
Development assessments	Development applications	Educational establishments (e.g. schools, higher education institutions)				X			X		X	X		X	
Development assessments	Development applications	Food and drink premises (e.g. cafes, restaurants)	not in residential zones				X		X		X	X			X
Development assessments	Development applications	Food and drink premises (e.g. cafes, restaurants)	in residential zones			X			X		X	X		X	
Development assessments	Development applications	Heritage	applications for award of Heritage Floor Space		X				X		X	X	X		
Development assessments	Development applications	Heritage	minor external alterations or additions to a Heritage Item				X		X		X	X			X
Development assessments	Development applications	Heritage	minor external alterations or additions to a building within a Heritage Conservation Area				X		X		X	X			X
Development assessments	Development applications	Heritage	significant alterations or additions to a Heritage Item		X				X		X	X	X		
Development assessments	Development applications	Heritage	significant alterations or additions, or new buildings, or full demolition of a contributory building within a Heritage Conservation Area		X				X		X	X	X		
Development assessments	Development applications	Home industry					X		X		X	X			X
Development assessments	Development applications	Industrial development	less than 500sqm new floor area				X		X		X	X			X
Development assessments	Development applications	Industrial development	500sqm to 1000sqm new floor area			X			X		X	X		X	

Community Engagement Strategy and Community Participation Plan 2025-2029

Category	Type	DA category	DA category detail	30 days exhibition period	28 days exhibition period	21 days exhibition period	14 days exhibition period	No notification	Site notice	City of Sydney consultation hub	City of Sydney planning site	Letter notification	Distribution 75 metre buffer	Distribution 50 metre buffer	Distribution 25 metre buffer
Development assessments	Development applications	Industrial development	over 1000sqm new floor area		X				X		X	X	X		
Development assessments	Development applications	Modifications to consent which will not impact upon surrounding land uses or increase impacts in comparison with the previous approval(s)						X			X				
Development assessments	Development applications	Place of Public Worship				X			X		X	X		X	
Development assessments	Development applications	Professional consulting rooms					X		X		X	X			X
Development assessments	Development applications	Outdoor café seating and/or coffee carts on footways							X		X	X			
Development assessments	Development applications	Residential flat buildings	new buildings & additions less than 3 storeys				X		X		X	X			X
Development assessments	Development applications	Residential flat buildings	new buildings & additions 3 or more storeys			X			X		X	X		X	
Development assessments	Development applications	Significant development or use of the public domain			X				X		X	X	X		
Development assessments	Development applications	Signs over 10sqm in area					X		X		X	X			X
Development assessments	Development applications	Single dwellings, including ancillary structures, involving construction; demolition; additions and/or alterations					X		X		X	X			X
Development assessments	Development applications	Subdivision – creation of new lots				X			X		X	X		X	
Development assessments	Development applications	Telecommunications facilities (non-low impact facilities)			X				X		X	X	X		
Development assessments	Development applications	Threatened species development ^d			X				X		X	X	X		
Development assessments	Development applications	Visitor and tourist accommodation (including bed & breakfast premises that are not complying development, backpacker accommodation, motels and hotels)				X			X		X	X		X	
Development assessments	Development applications	Trading hours	after 10 pm or 24 hour trading			X			X		X	X		X	
Development assessments	Development applications	Trading hours	extension of trial periods				X		X		X	X			X
Development assessments	Development applications	Modification applications	Section 4.55(1) application (i.e. correction of minor error)					X							X

Community Engagement Strategy and Community Participation Plan 2025-2029

Category	Type	DA category	DA category detail	30 days exhibition period	28 days exhibition period	21 days exhibition period	14 days exhibition period	No notification	Site notice	City of Sydney consultation hub	City of Sydney planning site	Letter notification	Distribution 75 metre buffer	Distribution 50 metre buffer	Distribution 25 metre buffer
Development assessments	Development applications	Modification applications	Section 4.55(1A) application (i.e. involving minimal environmental impacts)					X							X
Development assessments	Development applications	Modification applications	Section 4.56 application (i.e. in relation to consents granted by the Land and Environment Court)				X		X		X	X			X
Development assessments	Development applications	Modification applications	Section 4.55(2) application (i.e. other modifications)				X		X		X	X			X

Note regarding Christmas, New Years, weekends and public holidays:

Should the timing of the application fall over the traditional holiday period of Christmas and New Years Day, the period between 20 December and 10 January. If a notification period finishes on a weekend or a public holiday, it will be extended to the next business day.

- a. The exhibition periods and methods of notification for Planning Proposals can be extended, reduced, or amended by the Gateway determination of the Department of Planning.
- b. Re-notification of an application to modify a nominated integrated development application may not be required under section 108 of the Environmental Planning and Assessment Regulation 2021.
- c. As defined in the Council-related Development Applications Policy.
- d. Re-notification of an application to modify a threatened species development application may not be required under section 108 of the Environmental Planning and Assessment Regulation 2021.

Appendix E: glossary of terms – land use planning (community participation plan)

Term	Description
Local strategic planning statement	A long term land use planning vision, priorities and actions for the council area. It links the NSW Government's strategic plans and the City's Community Strategic Plan Delivering Sustainable Sydney 2030-2050 to the planning controls that guide development in the city.
Community participation plan	The plan that outlines consultation requirements for land use planning. It consists of chapters titled: Community participation plan for land use planning and appendices C, D and E.
Contributions plans	Prepared by councils to levy new development to fund additional or improved local, public infrastructure needed by the development and used by the whole community.
Local environmental plans (planning proposals)	The local planning laws prepared by councils but approved by the NSW Government. They set out what development can take place where, the maximum height and density of development, and what places need to be protected for their heritage value. They are amended by preparing a planning proposal.
Development control plans	Guidelines prepared by councils that describe the preferred way to undertake development that is enabled by a local environmental plan to get good planning and design outcomes and manage impacts.
Development applications	Development applications are required for development which is identified in an environmental planning instrument as development requiring consent, which is not identified that is not 'exempt' or 'complying' development. They can range from small scale proposals to renovate and extend a house, to new multi storey commercial towers.
Planning agreements	Planning agreements are voluntary agreements entered into by the City and a person, usually a developer, to deliver public benefits. Public benefits may include the dedication of land to Council, monetary contributions, public infrastructure, community facilities, affordable housing, any other material public benefit or any combination of these. Planning agreements are prepared under the Act in relation to either a planning proposal or a development application.
Footway applications	Outdoor dining within the local government area requires approval to use public land. Footway applications are assessed against various pieces of legislation, including but not limited to the Roads Act 1993 and Outdoor Dining Guidelines. Footway approvals set out how much of the public footpath outside a premises can be taken up by outdoor dining.
Section 4.55 modification applications	Under Section 4.55 of the Act, development consents can be modified. Applications to modify a development consent are split into three categories, based on the extent of environmental impact: Section 4.55(1) – modifications involving minor error, misdescription or miscalculation; Section 4.55(1A) – modifications involving minimal environmental impact; and Section 4.55(2) – other modifications

Appendix F: Petitions guidelines

The City of Sydney welcomes petitions as one way in which people can let us know their concerns. We set out below how council will respond to petitions that are sent to us.

What is a petition?

Council will treat as a petition for the purposes of these guidelines any communication that is either identified as being a petition, or which it seems to us is intended to be a petition.

Petitions can be sent directly to councillors or to:

City of Sydney Town Hall House
456 Kent Street
Sydney NSW 2001

Who can submit a petition?

Anyone can sign or organise a petition.

What are the guidelines for submitting a petition?

Petitions on the following matters will be considered by City of Sydney in accordance with these guidelines:

- issues relating to council's responsibilities
- issues which affect the City of Sydney or communities in our area, as long as Council is in a position to exercise some degree of influence.

If your petition is about something over which council has no direct control (for example the local railway or school), we will consider making representations on behalf of the community to the relevant body. The City of Sydney works with a large number of local partners and where possible will work with these partners to respond to your petition. If we are not able to do this for any reason (for example, if what the petition calls for conflicts with council policy), then we will set out the reasons for this to petitioners.

Where a petition relates to a matter over which council has no responsibility or influence, council will return the petition to the main petition contact with an explanation for that decision (and will wherever possible give petitioners any information that council has available as to where the petition should be redirected). If your petition is about something that a different council or other public authority is responsible for, we will ask the main petition contact whether they would like us to redirect the petition to the other authority.

Petitions submitted to council must include:

- a clear and concise statement covering the subject matter of the petition. It should state what action petitioners want the council to take
- the name and address and signature (or email address in the case of electronic petitions) of any person supporting the petition.

A petition should contain the name and address and contact details of the main petition contact. This is the person we will contact to explain how we will respond to the petition. If the petition does not identify a main petition contact, we will assume the first signatory is the main petition contact. The address may be where the signatory to the petition lives, works or studies. City of Sydney has the discretion to verify the name and address and signature of any person supporting the petition should we consider it necessary for any reason.

If you want your petition to be tabled at a meeting of council, you must send it to a councillor for them to consider tabling it.

State legislation may affect council's ability to respond to some petitions, including those related to development assessment, tendering or electoral laws. In the period immediately before an election, council may need to deal with your petition differently or in a different timeframe, and if this is the case council will contact the main petition contact to explain the reasons and discuss the revised timescale that will apply.

Before submitting a petition, you may first wish to check with councillors or with City of Sydney to see if we are already acting on your concerns and to confirm that council is the most appropriate body to receive your petition, as sometimes your petition may be more appropriate for another public body.

Types of petition

For the purposes of the council's petition guidelines all petitions that are received by council (that are considered to fall within the scope of these guidelines) will be treated as falling within one of the two different types of petitions, described below.

Petitions for tabling

These are petitions that have been sent to a councillor so that they can consider tabling it at a council meeting. If the councillor wishes council to debate the petition, they are required to submit it to the CEO (or their delegate) by 12 noon on the Tuesday in the week preceding council meeting. The motion that shall accompany tabled petitions whether notice has been given or not is: "That the petition be received and noted."

Where notice has not been given, a councillor may request that the petition be listed on the agenda for the next meeting to enable it to be debated.

Petitions

These are petitions that have been sent to the CEO or to city staff, either directly or via councillors or the Lord Mayor.

What happens when a petition is received?

Within 15 working days of receipt by the CEO or city staff, we will acknowledge receipt to the main petition contact and will advise the main petition contact:

- whether we consider that the petition falls within the scope of council's petition guidelines
- the identity of the person or body within City of Sydney to whom the petition will be reported for consideration
- where we consider that the petition does not fall within these guidelines, we will advise all petitioners of the reason for this decision

At the same time as responding to the main petition contact, we will notify the relevant City of Sydney director with responsibility for the matter to which the petition relates and all councillors of receipt of the petition.

In the event that the subject of a petition falls within the remit of more than one director, the petition will be reported to both directors, who will be asked to nominate one of them as the lead for the matter.

In some cases, we may be able to resolve the petitioner's request directly, by requesting the relevant council officer to take appropriate action. Where this is done, we will advise all signatories, where valid addresses have been provided, that we consider that the matter is resolved and explain how it has been resolved.

If any signatory is not satisfied with the outcome they may appeal to the CEO in accordance with the procedure set out below. In all other cases, within 3 months of receipt of a petition (or sooner where possible), we will provide a substantive response to the signatories giving information about what steps we have taken or propose to take in response to the petition and our reasons for doing so.

When we receive a petition, our response will depend on what a petition asks for and may include one or more of the following:

- giving effect to the request in the petition
- considering the petition at a meeting of council
- research or consultation
- giving a written response to all signatories setting out our views about the request in the petition.

In addition to these steps, City of Sydney will consider all of the specific actions that it can potentially take on the issues highlighted in the petition.

What will happen to a petition for tabling?

If a councillor to whom the petition is sent submits it to the CEO in accordance with the procedure for notifying petitions, the petition will be debated by council at its next ordinary meeting. This means that the issue(s) raised in the petition will be discussed at a meeting at which all councillors can attend.

Petitions will not be considered at extraordinary meetings of council unless it is convened to consider the subject matter of the petition.

The procedure to be followed during the petition debate is the same as for debate on any other motion and is set out in council's code of meeting practice.

Following consideration by council of a petition for tabling, council may make a decision on the subject matter of the petition if a notice of motion has been received, may request that it be listed on the agenda for the next council meeting to enable debate or may refer the petition to the CEO to respond as per petitions received directly.

What can I do if I feel my petition has not been dealt with properly?

If any signatory is not satisfied with the outcome of council's consideration of their petition, they may appeal to the CEO setting out the reasons for their dissatisfaction. The CEO may choose to instigate an investigation, make recommendations to the executive, or arrange for the matter to be considered at a meeting of council. Once the appeal has been considered the CEO will provide the person who has appealed with written confirmation of the outcome.

Excluded petitions

Council's petition scheme does not apply to the types of petition listed below. If council receives a petition that it considers to be an excluded petition, we will contact the main petition contact to advise them that we do not consider that their petition falls within the scope of council's petition guidelines and the reasons for this decision.

Petitions excluded by statutory consultation, review or appeal rights

In order not to duplicate procedures where established processes already exist for people to voice their opinions, the following matters are excluded from the scope of council's petition guidelines:

- any matter relating to a planning decision that has already been made by council or city staff; or
- any matter relating to an individual or entity in respect of which that individual or entity has a right of recourse to a review or a right of appeal conferred by or under any enactment.

However, a petition that alleges a systematic failure to deliver services in the above areas is within the scope of council's petition guidelines. For example, while a petition on an individual planning application would be an excluded petition, a petition about council's failure to deliver an effective service for planning applications would be within the scope of these guidelines.

Petitions that are vexatious, abusive or otherwise inappropriate

If, in the opinion of City of Sydney, a petition is vexatious, abusive or otherwise inappropriate, we will acknowledge receipt of the petition to the main petition contact. We will explain to them the reason why we consider that the petition is vexatious, abusive or otherwise inappropriate and that we will not be taking any further action in respect of the petition. Please note that petitions which raise issues of possible councillor misconduct will be taken as complaints arising under council's code of conduct, rather than considered under these guidelines.

Repeat petitions

A petition will not normally be considered where it is received within 24 months of another petition being considered by council on the same matter. When a petition is received on a similar issue to a previous petition, petitioners will be notified of the outcome of the previous petition if City of Sydney considers that the issues raised have been addressed.



Attachment H

Outdoor Dining Guidelines June 2025

Outdoor Dining Guidelines



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01 Introduction

Who can have outdoor dining?

The City of Sydney supports local restaurants, pubs and cafes by allowing outdoor dining.

Eligible businesses are 'food and drink premises' as defined in the local environmental plan, and prepare and sell food, drink or both for immediate consumption. This includes restaurants, cafes, takeaways, pubs and small bars.

Where these guidelines apply

These guidelines apply to all applications for outdoor dining on the footway and similar public spaces in the City of Sydney Local Government Area, except for the following NSW Government controlled areas:

- the Rocks
- Circular Quay
- Barangaroo
- Darling Harbour

For applications in those areas, please contact Property NSW.

- provide guidance for the City in determining applications for use of the footway and other public spaces for outdoor dining.

There are eight parts to these guidelines:

1. Introduction outlines general information for outdoor dining applications.
2. Outdoor dining approvals has information on the approvals that are needed.
3. Footway access sets out requirements to leave enough room for pedestrians on the footway.
4. The outdoor dining area provides information on suitable locations and sizes of outdoor areas.
5. Outdoor dining furniture has design requirements for furniture and other structures to be used in conjunction with outdoor dining; and on measures to protect the amenity of neighbourhoods.
6. Neighbourhood amenity details the matters that will be considered in deciding if the hours sought for outdoor dining are appropriate for neighbourhoods.
7. Responsibilities for the operator details the City's expectations for operators using public spaces for outdoor dining.
8. Special areas for outdoor dining gives more detailed guidance for nominated precincts.

How to use these guidelines

These guidelines:

- are to be read along with the City of Sydney's Outdoor Dining Policy
- provide information for the public and for applicants seeking to use the footway for outdoor dining under the Roads Act 1993 for footways or the Local Government Act 1993 for other public spaces



Key terms

Term	Meaning
Clear path of travel	The area of the footway maintained for safe and equitable pedestrian circulation that is free from obstructions and assists in wayfinding and navigation. Also referred to as the continuous accessible path of travel, which is defined by the Australian Human Rights Commission as: <i>An uninterrupted route to and within an area providing access to all features, services and facilities. It should not incorporate any step, stairway, turnstile, revolving door, escalator, hazard or other obstacle or impediment that would prevent it from being safely negotiated by people with disability.</i>
Exempt development	Development that does not need development consent under the <i>Environmental Planning and Assessment Act 1979</i>, but which may still need some other approval. At the time of adoption, the <i>State Environmental Planning Policy (Exempt and Complying Codes) 2008</i> makes footway dining exempt development if it is: a) carried out in accordance with an approval granted under section 125 of the <i>Roads Act 1993</i>, including in accordance with any hours of operation to which the approval is subject, and b) carried out in accordance with any approval granted under section 68 of the <i>Local Government Act 1993</i>. c) not under an awning, or under an awning that is BCA-compliant.
Outdoor dining	Dining on the public footway, associated with an approved food and drink premises. Also sometimes referred to as footway dining or footway restaurant.
Public footway	That part of a road that is set aside or formed as a path or way for pedestrian traffic, whether or not it may also be used by bicycle traffic.
Food and drink premises	Food and drink premises are premises that are used for the preparation and retail sale of food or drink (or both) for immediate consumption on or off the premises, and includes any of the following—

Outdoor Dining Guidelines

Term	Meaning
	(a) a restaurant or café, (b) a take away food and drink premises, (c) a pub, (d) a small bar.

02 Outdoor dining approvals

The City of Sydney will encourage and support well managed use of the footway. The City's footways are public land and an approval to use this land for outdoor dining is a requirement.

What approvals are required?

All outdoor dining requires an approval to use public land. At the City of Sydney, this is called a Footway Approval (Outdoor Dining).

Most outdoor dining will not need development consent. It will be 'exempt development' (see Key Terms) and will only need a footway approval from the City.

Outdoor dining that is not exempt development will also need development consent from the City.

If you are not sure which approvals you need, please talk to the City either at one of our Neighbourhood Service Centres, or by calling 9265 9333.

Special precincts for outdoor dining

Some places have additional considerations when applying for outdoor dining. Applications for outdoor dining in a nominated special precinct are to be consistent with the detailed guidance in Section 8 of these guidelines. The following are nominated as special precincts:

- Martin Place – from George Street to Pitt Street (the Cenotaph block)
- George Street
- Lankelly Place, Potts Point.

Change of operator

The legislation requires approvals for outdoor dining to be given to the operator of the business, and not to the business or the property.

This means, that when the operator of a business with approval for outdoor dining changes, the approval is no longer valid.

A new operator will need to get a new approval for outdoor dining.

Compliance with outdoor dining approval

Operators must display the approval notice for an outdoor dining area in a prominent position and make it available to authorised City officers on request. It must clearly show the approved hours of operation and approved outdoor dining area.

Authorised City officers may order the removal of any items on the footway that are not part of the outdoor dining approval or otherwise permitted under another approval or policy of the City.

Revoking, suspending or amending an outdoor dining approval

Applicants should be aware that the City can revoke, suspend or amend an approval for outdoor dining if (but not limited to):

- the conditions of the approval are breached
- the use of the footway area for outdoor dining is causing public safety or public access to be compromised
- the footway area is needed for public works
- the footway area is needed for a special event
- the footway area is needed to manage an increase in pedestrians.

Where the City needs to revoke, suspend, or amend an approval for outdoor dining the approval holder will be given notice of the City's intention and will be given an opportunity to make representations to the City.

Consultation and notification of outdoor dining applications

Public consultation on some outdoor dining applications can help identify problems that could arise during operation.

Notification requirements apply to new applications and amendments to existing approvals.

Provisions

2.1 Outdoor dining applications will be notified for public consultation:

- in Central Sydney (as shown at Figure 1), where the proposed area is more than 20 square metres
- outside of Central Sydney, where the proposed area is more than 10 square metres; or where proposed operating hours are prior to 7am, or after 10pm
- unless the application meets the criteria in 2.2 below.

2.2 Outdoor dining applications will not be notified where:

- there is an existing Footway Approval
- the application is to allow for change of operator of the Footway Approval, and
- there are no proposed changes to the terms of the Footway Approval, including operating hours and outdoor dining area.

2.3 Notification will be made through a notice on the premises, on the City's website, and via letter or digital service:

- for a period of 10 days; and
- within a 25-metre radius of the proposal.

Application requirements

Submitting correct documents with the outdoor dining application will support efficient assessment.

2.4 The following documents are required:

- a completed application form (available on the City's website)
- a request to the City for owner's consent for the use of Council-owned land
- a description of the proposed outdoor dining, including size and location of the proposed outdoor dining area and hours of operation
- colour images of the site and the surrounding context
- images, or a manufacturer's brochure, showing any furniture, umbrellas, heaters and the like
- a plan of the outdoor dining area (see below)
- an emergency contact number.

Outdoor dining area plan

An outdoor dining plan is to be easily understood and allow City officers to assess the outdoor dining application efficiently and effectively. A sample plan is shown at Figure 2.

2.5 An outdoor dining area plan should be to scale and with clearly marked dimensions, showing:

- the width of the pavement and the proposed outdoor dining area
- the location of the outdoor dining area on the footway, along with the associated premises, and neighbouring premises
- layout of the outdoor dining area, including its width, and also umbrellas, heaters and the like

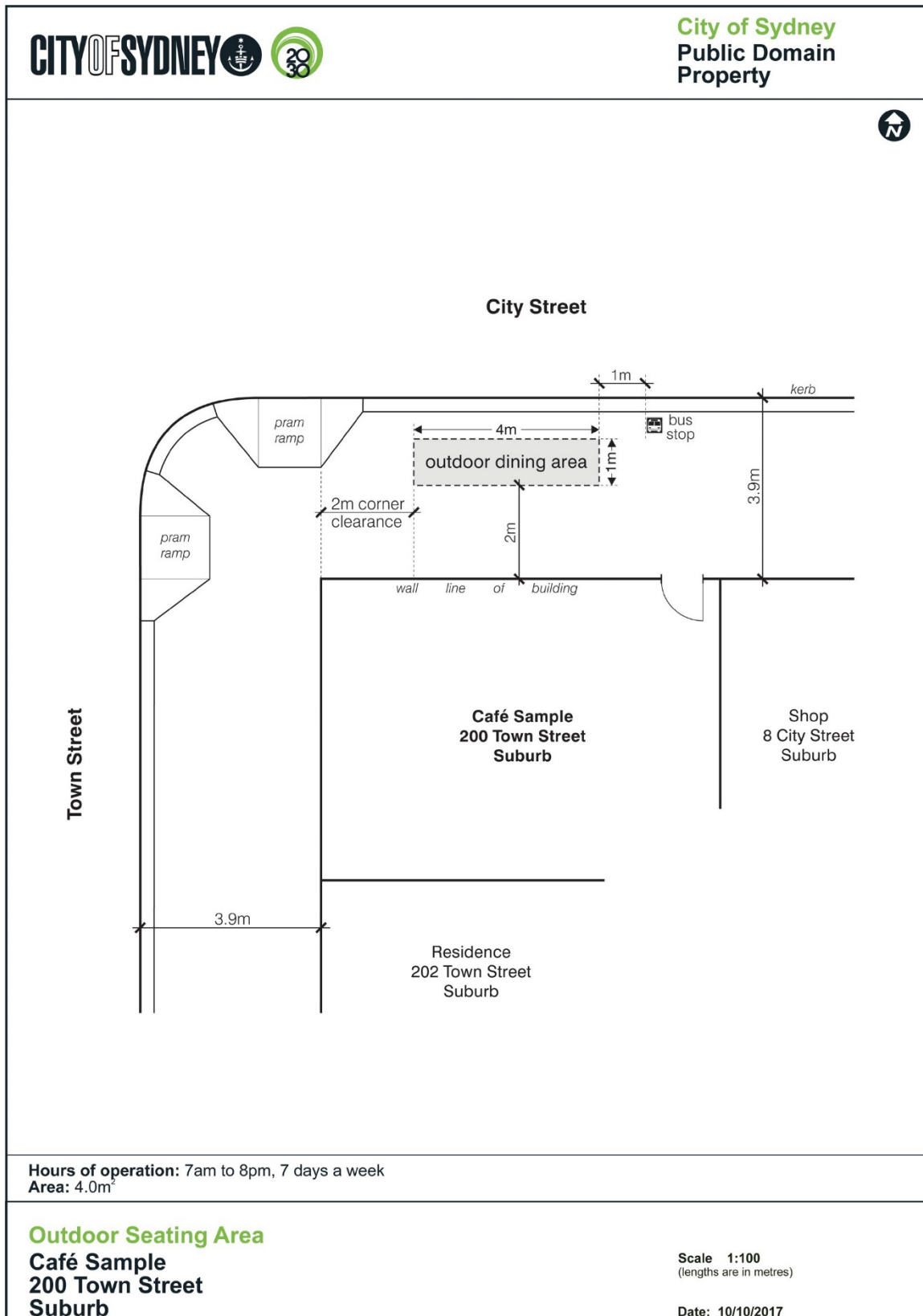
Outdoor Dining Guidelines

- the location of any high tables where food and drink will be consumed while standing
- clearances around the outdoor dining area from trees, the kerb, street furniture, street signs and the like
- location of all existing street fixtures, including benches, trees, poles, bike parking rings, bins, heritage plaques and inscriptions and the like
- location of transport stops, taxi ranks, parking areas, loading zones, pedestrian crossings and street intersections (if any), and
- the location of all doorways and service openings.

Figure 1 Central Sydney



Figure 2 A typical outdoor dining plan



03 Footway access

The primary function of a public footway is to provide access to pedestrians and other users travelling along the street.

In some places, the footway may be too narrow or too busy to support a business use and also provide the clear path of travel required by these guidelines.

In these circumstances, the footway is not suitable for outdoor dining.

Clear path of travel

The City will ensure that the public footway continues to provide safe, dignified and equitable access to pedestrians and other users travelling along the street. To achieve this, the City will ensure a minimum clear path of travel is maintained to a suitable width before any business uses are considered.

Provisions

3.1 A clear path of travel is to be maintained on all public footways before other uses are considered.

3.2 The minimum width of the clear path of travel needs to be:

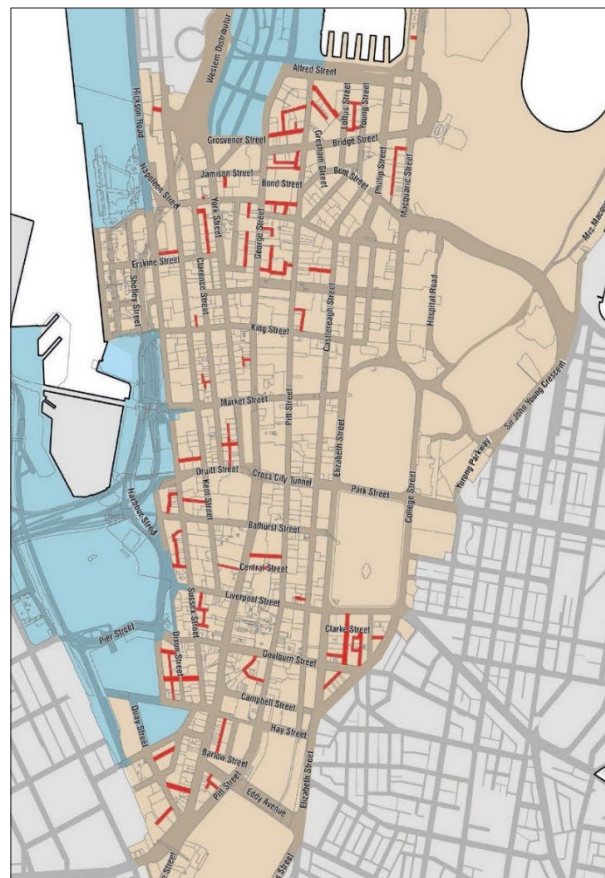
- 2 metres for streets
- 1.2 metres for Central Sydney laneways, as shown in Figure 3, and
- 4 metres in shared zones used by vehicles.

3.3 In areas of high pedestrian volume or where closeness to traffic might pose a safety risk, the City may:

- require a greater clear path than shown in 3.2 or

- not allow outdoor dining.

Figure 3 Central Sydney laneways



3.4 The City can require a clearance of less than 2 metres where:

- it can be shown that pedestrian safety will not be compromised and
- where activity such as outdoor dining is desirable.

3.5 The location of the clear path of travel is to be consistent and predictable for each street block.

- A consistent clear path is located on the same part of the footway for the length of the block.

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- A predictable clear path is one where the location can be anticipated by users based on either local knowledge of the street or environmental cues.

Figures 4 to 6 demonstrate a consistent and predictable clear path of travel.

Outdoor Dining Guidelines

Figure 4 This clear path of travel is in a consistent location on the block and is predictable for pedestrians.

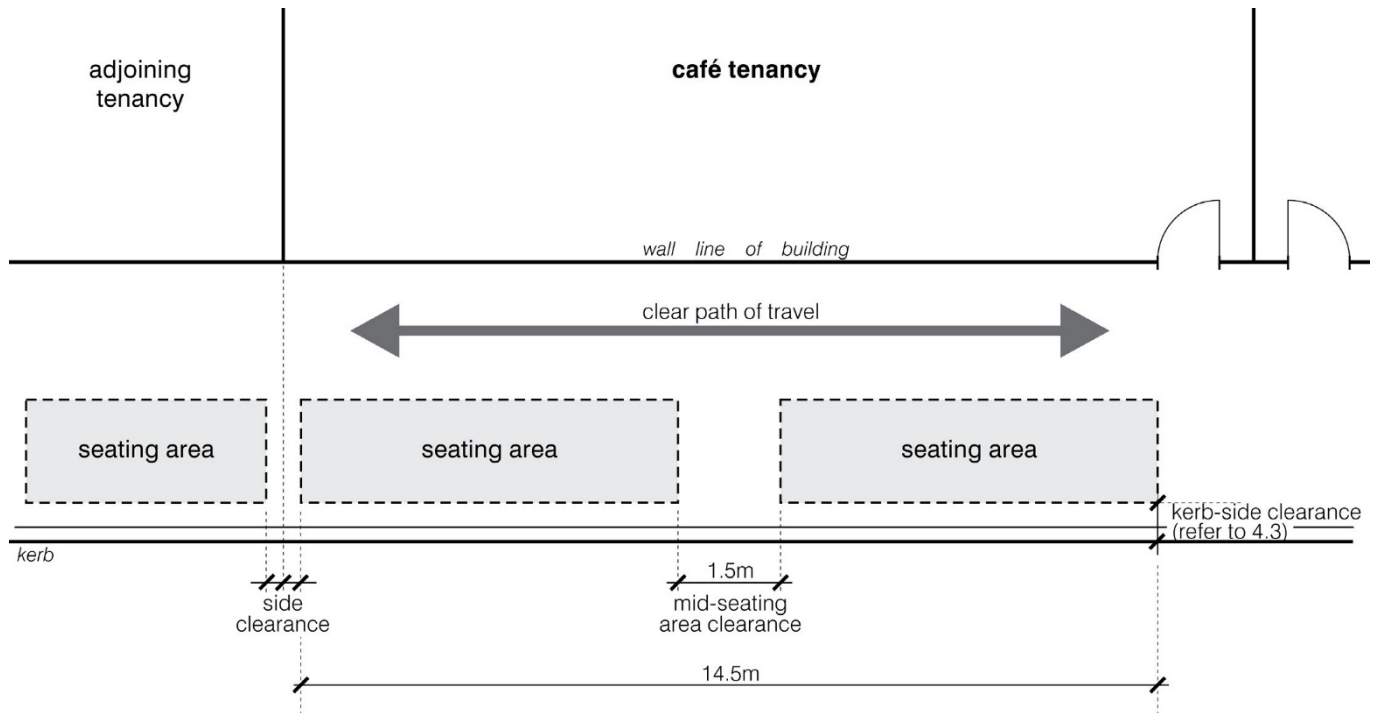
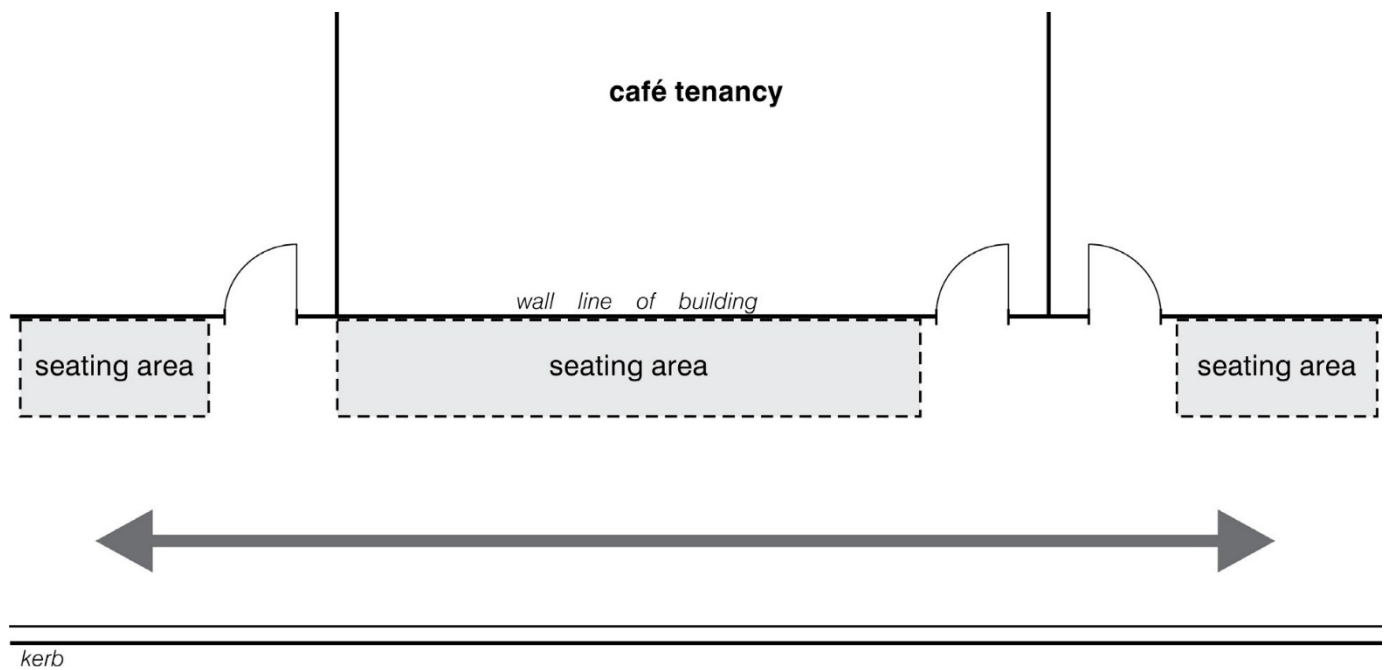
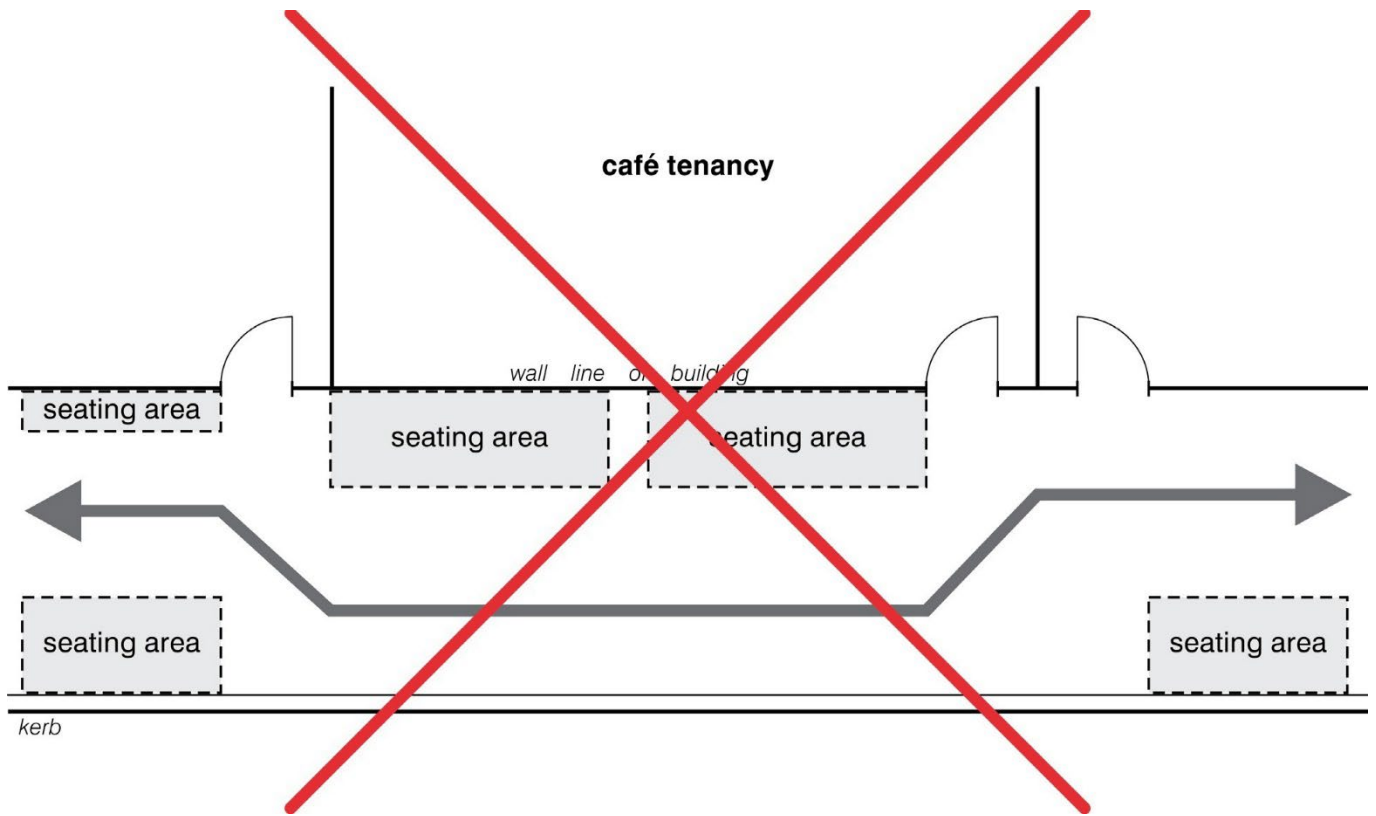


Figure 5 This clear path of travel is in a consistent location on the block, and is predictable for pedestrians



Outdoor Dining Guidelines

Figure 6 This clear path is not in a consistent location on the block, and is not predictable for pedestrians.



04 Outdoor dining areas

Outdoor dining areas are to provide a safe and enjoyable dining experience for customers, while keeping footways safe and accessible for all pedestrians.

In considering the size and location of an outdoor dining area, the first consideration will be the safe, dignified and equitable movement of pedestrians.

The location and size of an outdoor dining area will depend on:

- the location of adjacent outdoor dining areas
- the space required for outdoor dining furniture and the circulation of customers
- nearby infrastructure such as bus stops, trees and rubbish bins
- the amount of pedestrian and vehicle traffic at the location.

- 1 metre from any service object including fire hydrant, utility pit, grate, vents, drains, public seat, bike rack or ring, pay phones, parking meters, rubbish bins and the like
- 0.8 metres from any street tree pit or grate – measured from the outside of the pit or grate
- 2 metres from the corner alignment of the building at street intersections
- 0.5 metres from any tactile ground surface indicators (TGSI)
- sufficient clearance to give safe, dignified and equitable access to buildings
- not obstructing or impeding access to fire escapes and emergency exits.

4.3. Applicants cannot apply for outdoor dining approval for an area that is not immediately outside their tenancy (for example, outside of a neighbouring premises).

Size and location of the outdoor dining area

Provisions

When applying for outdoor dining, applicants are to:

4.1 Allow enough room for furniture and customers, by keeping a minimum width of 0.8m for the outdoor dining area.

4.2 Maintain safety and circulation on public footways, by keeping outdoor dining areas clear of trees, bus stops, and service items such as parking meters, fire hydrants, drains and the like. The minimum clearances needed, shown at Figure 7 are:

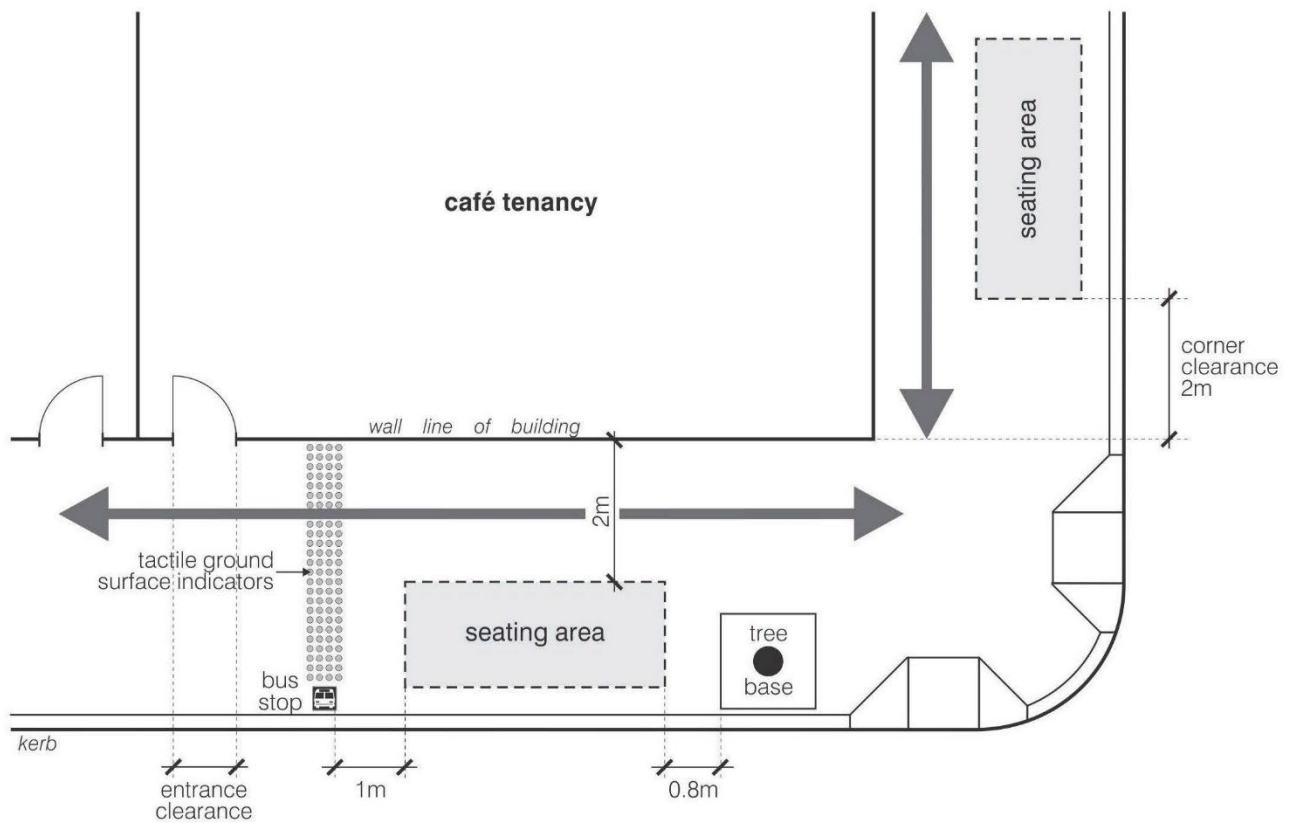
- 1 metre from a public transport stop, public transport access point, both ends of a bus zone or taxi stand

Toilet facilities

Provisions

4.4. The application should demonstrate that acceptable toilet facilities are available in the premises to which the outdoor dining approval relates.

Figure 7 Clearances required around the outdoor dining area



Special clearances for outdoor dining at the kerb

When applying for outdoor dining towards the kerbside of the footway, it is important to consider the safety of patrons from traffic, and to allow room for access to cars parked along the kerb.

Provisions

4.5 Applicants should leave the following clearances from the kerb:

- 2 metres when next to a state classified road, or traffic moving at 20km/hour or more
- 1.5 metres when next to an accessible parking spot
- 0.9 metres when next to a loading zone
- 0.6 metres when next to normal parking conditions, or next to traffic moving at 20km/hour or less
- 0.5 metres from the edge of a cycleway

4.6 Applicants should leave the following clearances around their outdoor dining areas:

- 0.25 metres side clearance at the side boundary of the footway area immediately in front of your building. This is to create a gap between adjacent outdoor dining areas.
- 1.5 metre mid-area clearance to for dining areas longer than 12 metres, to allow access to the street.

Other public spaces

When applying for outdoor dining on a public space that is not the footway, such as a pedestrianised road or small plaza or park, it is important to ensure the outdoor dining does not interfere with the intended public use and enjoyment of that space.

Provisions

4.7 The location and extent of the outdoor dining area should ensure that:

- A minimum 2m clear path of travel parallel to the building line is provided consistent with section 3 of these Guidelines
- The seating is only on one side of the clear path of travel
- Important pedestrian and cycle connections and desire lines through the space are maintained
- Access to sufficient public seating is maintained during peak times of public activity in the space
- The outdoor dining does not substantially encroach upon the area used for typical and common community activities in the space
- The outdoor dining can be conveniently serviced without impacting on the accessibility and public use of the space
- In spaces that are sometimes used for community events it may be necessary to limit either the location, extent or time of the outdoor dining to ensure that community events can operate successfully.

4.8 Applicants should ensure that the following additional special clearances are provided:

- 0.3 metres when next to a garden bed, lawn edge or retaining wall.

05 Outdoor dining furniture

Outdoor dining areas are to make a positive contribution to the character of the City's streets and public spaces. They are to appear as temporary uses of the public domain, not as permanent fixtures.

An outdoor dining set-up can contain a variety of items – tables, chairs, umbrellas and heaters. Care needs to be taken that streets do not become cluttered and obstructed through the placement of furniture and other items.

Streets that are physically and visually cluttered make business identification and general wayfinding more difficult and detract from the street attractions. Signage, branding and advertising can all add to visual clutter and take away from the positive characteristics of the street.

The choice of furniture, including tables, chairs, and umbrellas are to reflect and build on the existing character of the local area.

Barriers around outdoor dining areas give the appearance that the public space has been privatised and become an obstacle to access and movement and generally not supported. As much as possible, outdoor dining areas are to remain open and inviting.

High tables, such as bars, shelves and cocktail tables, may be provided for patrons to consume food and drink while standing.

- are to be located within the approved outdoor dining area
- should not have permanent fixings
- should be removed and stored safely outside of outdoor trading hours.

5.3 The City encourages the design and range of furniture for outdoor dining areas to:

- demonstrate diversity and innovation
- reflect the character of the buildings and permanent elements of an area
- have an open appearance
- minimise clutter.

5.4 Seating, including chairs, stools, benches tables and the like are to:

- be safe for users and not have any sharp edges, hinges or other moving parts that could cause a hazard to users
- allow access for all users, including those who use wheelchairs or mobility aids
- be non-reflective
- be strong, durable, weather resistant and designed for commercial outdoor use
- not damage the footway and City property
- be able to be readily removed and stored within the associated premises
- be generally consistent with the character of the area.

5.5 Furniture and other items must have a colour and luminance contrast of at least 30% to the street, to allow them to be identified by pedestrians with low-vision. For example, bright, reflective furniture on a dark, matte, street surface.

Furniture and other items

Provisions

5.1 Any furniture or other items that form part of the outdoor dining set-up should be described in the application for outdoor dining and approved by the City.

5.2 All furniture and other items:

Figure 8 Barriers can only be used to enclose a licensed area where required by Liquor and Gaming NSW. These barriers have logos which meet the standards in these guidelines



Barriers

Provisions

5.6 Barriers which enclose the outdoor dining area, or which separate it from the pedestrian footway, are not permitted.

5.7 Barriers are only permitted for licensed premises where Liquor and Gaming NSW have conditioned the licence with a requirement to have a barrier.

5.8 Side, or 'end', barriers which separate one outdoor dining area from an adjacent outdoor dining area are permitted.

5.9 Where barriers are used, they must:

- have a maximum gap of 150mm from the pavement to the underside of the barrier
- not be a rope or chain.

Figure 9 These umbrellas have logos which meet the standards in these guidelines



Umbrellas, canopies and the like

Provisions

5.10 Umbrellas are not permitted where an outdoor dining area has shelter from a building awning.

5.11 Where umbrellas are used, they must have a height clearance of 2 metres from the ground for pedestrian movement and safety.

5.12 Umbrellas should be:

- square, to take up the least possible space
- fabric or matte-finished.

5.13 Umbrella bases should be safe, simple and compact to avoid causing a trip hazard for pedestrians.

5.14 Where there is more than one umbrella, they should be of a single solid colour.

5.15 Drop-down blinds, enclosures and canopies are not permitted. Umbrellas connected together by zippers or similar means are considered a canopy.

Outdoor heaters

Provisions

5.16 Outdoor heaters will only be approved where the safety of people and property is not compromised.

5.17 Outdoor heaters should turn off automatically if overturned to prevent injury to patrons and damage to property.

5.18 Outdoor heaters should be turned off when the outdoor dining area is not in use.

5.19 Outdoor heaters should be stored safely within the premises when not in use.

Note: Australian Standard AS/NZS 1596:2008, The Storage and Handling of LP Gas gives advice on storing outdoor heaters.

Signage and branding

Provisions

5.20 The name, logo and other branding of the food or drink premises or an associated product may be placed on an umbrella, or barrier where permitted by provisions 5.7 or 5.8, only if it:

- involves only one product or business name being advertised in each outdoor dining area
- is a minor and ancillary element of the design, comprising no more than one third of the surface area and does not have an adverse impact on the appearance of the outdoor dining area or the streetscape.

5.21 No other advertising signage will be permitted.

5.22 Sandwich boards, A-frame signs and the like will not be permitted in outdoor dining areas.

06 Neighbourhood amenity

Outdoor dining brings many benefits to our streets – from the economic benefits of thriving local businesses to opportunities for informal social meetings and interactions.

Many outdoor dining areas are on streets where businesses and residents are mixed, and many residents enjoy their local cafes and restaurants. Where outdoor dining areas are close to homes, care needs to be taken to ensure residents can continue to enjoy the amenity of their neighbourhood.

The City has found that seating arrangements can affect the noise generated. Larger tables of more than four people can lead to louder conversations and potential disturbances for neighbours while smaller tables with chairs side by side facing the road tend to generate the least noise.

Notes: Applications for extended operating hours will be subject to the same trial period process specified in Sydney Development Control Plan 2012 - Section 3.15 Late Night Trading Premises Management.

Hours of operation

Provisions

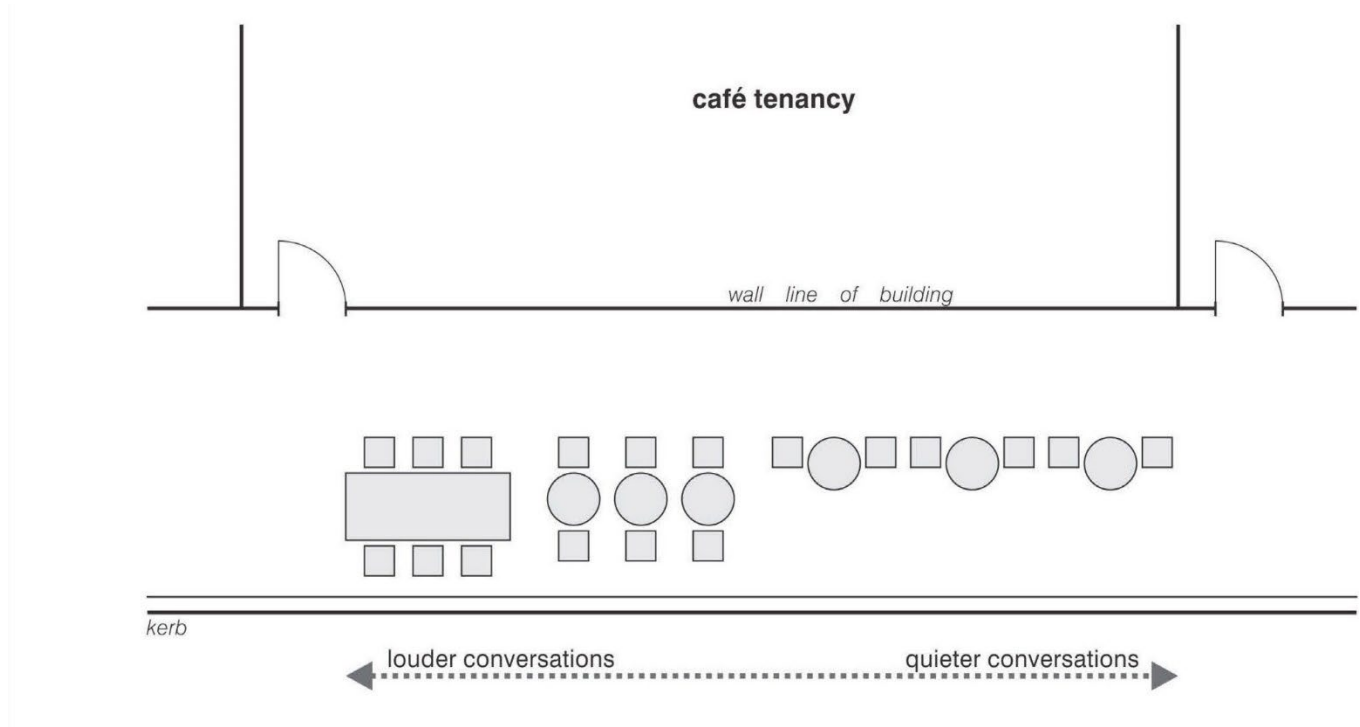
6.1 Operating hours for outdoor dining areas will generally follow the outdoor trading hours in the Sydney Development Control Plan 2012 – Section 3.15 Late Night Trading Management.

6.2 In considering operating hours for outdoor dining, the City will assess:

- how close an outdoor dining area is to nearby dwellings and other noise sensitive uses
- the size of the outdoor dining area.

6.3 The City may approve alternative hours of operation and size of area, to allow outdoor dining that will not have an adverse noise impact on the neighbourhood.

Figure 10 The arrangement of tables and chairs influences the noise generated from outdoor dining areas.



Music

Provisions

6.4 Entertainment and amplified music are not permitted in outdoor dining areas.

Seating arrangements

Provisions

6.5 The City may require smaller tables and chairs to face towards the road to reduce noise.

6.6 The City may require standing tables, bars and shelves to be located in areas less sensitive to noise.

Lighting

Provisions

6.7 The City may consider the installation of private lighting for outdoor dining areas that are approved to operate outside daylight hours, provided:

- the safety and amenity of patrons, the general public and road users is maintained
- it does not reduce the amenity or safety of other uses in the area as a result of glare or light spillage
- it is to be located wholly within the outdoor dining area
- electrical cabling is discreet and does not create trip hazards.

Note: Any lighting should be designed to comply with AS 3000, AS 1158, AS 4282 1997 Control of Obtrusive Effects of Outdoor Lighting, and The City of Sydney Lights Code.

07

Responsibilities of the operator

The City encourages well managed outdoor dining that contributes in a positive way to the character of the City and its public spaces. Use of public space, including the footway, brings responsibilities for the operator.

Conditions of the footway approval will include:

Protection of Council-owned property

7.1 An operator will be required to lodge a security deposit to pay for any necessary repairs resulting from damage to the footway caused by the operation of an outdoor dining area.

Notes: The details of any required security deposit will depend on the proposal and will be outlined in any approval. Typically, it is the greater of \$500.00 or three-month rental and must be paid before the operator can use the footway. It may be used to: repair damage caused by operation of an outdoor dining area; remove private fittings fixed to the footway by an operator; or cover any outstanding money owed to the City after the operation has permanently ceased.

Rental fee to occupy the public space

7.2 Approval will be subject to a condition that a rental fee will be paid for the use of the footway.

7.3 The fee due is set out in the City's fees and charges and will be due annually at the rate applicable for that year.

Note: Application fees and public land rental costs for outdoor dining areas are outlined in the City of Sydney Schedule of Fees and Charges. The rates can change each financial year, and the latest schedule is available on the City's website. The ongoing rent will depend on the location and size of the outdoor dining area.

Public liability insurance

7.4 An operator will be required to obtain and maintain a public liability insurance policy with an insurer acceptable to the City, to cover any legal liability of property damage and personal injury to the public.

Note: The details of any required insurance policy will depend on the proposal and will be outlined in any approval. Typically, operators need to provide cover to a minimum value of \$10M, or \$20M on state managed (classified) roads. The insurance company will need to provide certificate of currency to the City before the operator can use the footway and annually thereafter.

Display of approval

7.5 A copy of the approval and plan is to be kept on premises, displayed in a prominent position and be produced on request to authorised City officers.

Management requirements

7.6 An outdoor dining area is to operate in accordance with the conditions of the approval.

Outdoor Dining Guidelines

7.7 Outdoor dining, including furniture, must be within the approved outdoor dining area.

7.8 All patrons are to vacate the approved outdoor dining area and all structures are to be removed from the seating area and stored within the premises before the closing time specified or as otherwise agreed in the approval.

7.9 Patrons must be able to consume food and drink in outdoor dining areas at all times and they are not to be nominated as being for smoking purposes.

7.10 Patrons must eat or drink while seated unless standing at a high table, such as a bar, shelf or cocktail table.

7.11 Outdoor dining areas on the kerb side adjacent to a clearway or bus lane will be required to cease operations while the clearway or bus lane is in operation and store tables and chairs off the public footway.

7.12 An updated plan of management for a pub or small bar may be required if some or all of the proposed outdoor dining area is not visible from within the premises. If an update is required, the City will impose a condition of approval to update the plan of management within three months following the footway approval.

Note: Applicants may be required to demonstrate acceptable storage arrangements in the application for outdoor dining on the footway, particularly where the hours of operation for the premises are greater than those for the outdoor dining area.

7.14 Waste and litter is to be well managed by:

- removing waste promptly from the outdoor dining area
- disposing of any waste properly (public litter bins are not to be used for the disposal of waste from outdoor dining areas)
- not using disposable tableware in the outdoor dining area.

Notes: Additional management requirements may form part of any approval depending on the nature of the actual proposal and its location. The City encourages the separation and recycling of waste.

Maintenance

7.13 The outdoor dining area and furniture and other items associated with the outdoor dining are to be:

- kept clean and maintained in good order suitable for their purpose
- positioned and used as required when the outdoor dining area is in use
- not be permanently fixed unless specific
- permission is given
- removed and stored away from public areas when the dining area is not in use.

08 Special areas for outdoor dining

Some public spaces have special characteristics that require more detailed guidelines for outdoor dining. This section contains detailed guidelines for special areas.

Martin Place

Martin Place is Sydney's premier civic space. It holds formal and informal gatherings and events; is a site for festivals including Vivid; and is the annual location for Sydney's Christmas tree and celebrations.

Importantly, the Cenotaph is also located at Martin Place and is the focus not just of ANZAC Day memorial events, but of many other commemorative events throughout the year. The NSW Returned Services League are the custodians of the Martin Place Cenotaph. The Cenotaph is on Crown land.

Outdoor dining is one component of wider plan to make Martin Place a high quality unified civic space that is lively and activated. It is to be a unique destination in Sydney that is respectful of its cultural and built heritage significance.

Any outdoor dining is to be in keeping with this significant civic setting and is to be respectful of the dignity of the Cenotaph. The design of outdoor dining areas is to be recessive in appearance, and to complement the sandstone heritage buildings along the edge of Martin Place.

Martin Place is a significant pedestrian thoroughfare, and any outdoor dining should not compromise pedestrian safety and comfort.

Note: Martin Place between George Street and Pitt Street is Crown land, identified as Reserve 88056. The City of Sydney has all care, control and management responsibilities for the land under the Crown Land Management Act 2016.

A licence and approval under the Crown Land Management Act is required for outdoor dining on this part of Martin Place.

Provisions – Cenotaph block (George and Pitt Streets)

Respecting the Cenotaph

8.1 The outdoor dining area will not operate during times identified by the NSW Returned Services League as memorial or commemorative event times. These times will be provided to operators by the NSW Returned Services League at the start of each year.

8.2 The NSW Returned Services League will provide training and information to operators and their staff, to promote understanding of and respect for the significance of the Cenotaph.

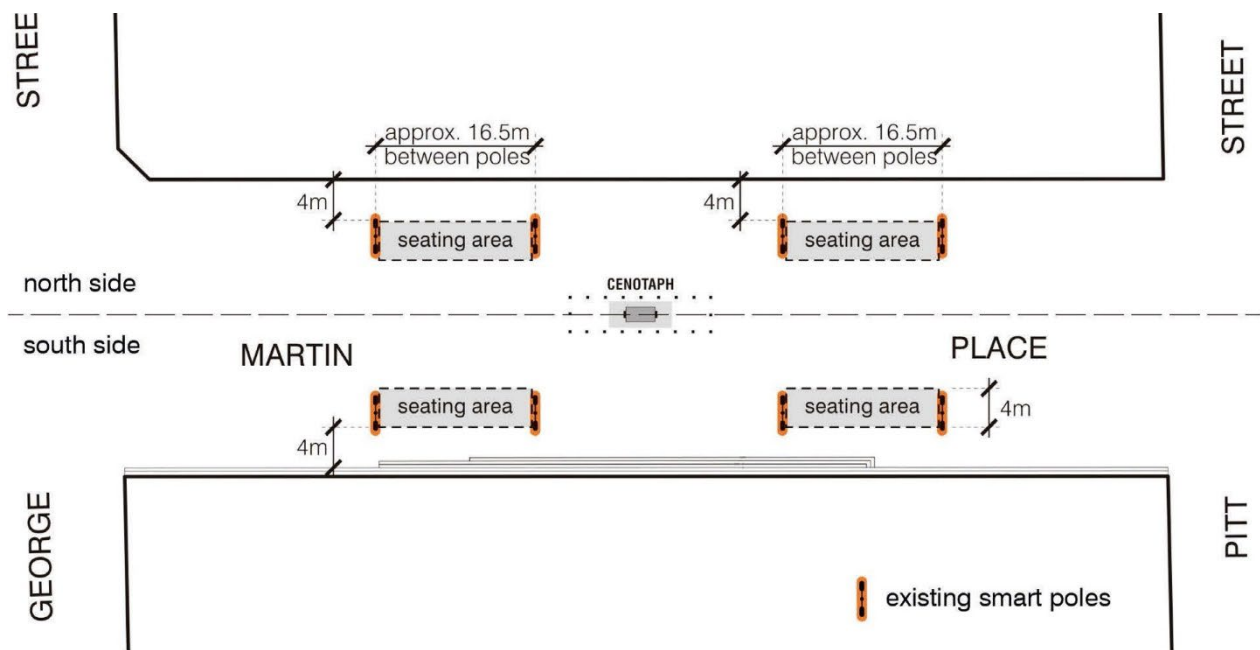
8.3 The applicant is to prepare a Plan of Management to detail measures to be implemented to:

- identify and manage behaviour that in the opinion of the NSW Returned Services League is inappropriate for the Cenotaph block
- manage complaints about behaviour, or requests from the NSW Returned Services League to manage inappropriate behaviour.

8.4 The applicant is to demonstrate they have undertaken consultation and sought support from the NSW Returned Services League for the Plan of Management.

8.5 The City will consider the views of the Returned Services League of NSW when assessing the Plan of Management.

Figure 11 Outdoor dining areas on the Cenotaph block of Martin Place



The outdoor dining area

8.6 Outdoor dining is only allowed within the areas shown on Figure 11. Outdoor dining must be in association with a food and drink premises on the same side – either the north or the south – of Martin Place as shown in Figure 11.

8.7 All items in the outdoor dining area are to be temporary and portable, and stored indoors outside of approved service hours.

8.8 The outdoor dining area is to leave a 4-metre clear path of travel for pedestrians, as measured out from the building line on either side of Martin Place.

Tables and chairs

8.9 Chairs and tables are to be:

- uniform in style and design
- hardy and sturdy to resist wind gusts
- of metal or quality timber frame construction and not plastic
- stackable or foldable for ease of storage and readily removed.

8.10 Chairs should be 'French Bistro' Rattan type chair, with the colour to be natural, brown or red (as shown in Figure 12).

8.11 Tables should be 'French Bistro' Rattan type to match the chairs or are to have white tablecloths.

8.12 Standing tables are not permitted in this area.

8.13 Any variations to these specifications are to:

- respect the heritage setting
- have the approval of the City's Executive Director of City Planning, Development and Transport.

Figure 12 French Bistro style Rattan chairs



Umbrellas

8.14 Umbrellas should be spaced so as to be recessive in appearance avoiding visual dominance of the adjacent heritage buildings.

8.15 The dimensions of the umbrellas should be:

- for the canopy, not more than 2500mm x 2500mm with an overall height not higher than 3000mm
- for the canopy clearance, not less than 2200mm measured from the lowest edge to the pavement.

8.16 The finish of the umbrella should be:

- stone for the canopy, as shown in Figure 13
- matte black for the pole and frame.

8.17 Umbrellas should be properly secured in place to prevent blowing over in strong winds. In-ground sleeves are encouraged within the designated outdoor dining areas.

8.18 Logos, branding or advertising is not permitted on umbrellas.

8.19 Any variations to these specifications are to:

- respect the heritage setting
- have the approval of the City's Director of City Planning, Development & Transport.

Figure 13 Umbrellas should be stone canopy with black pole and no logos, branding or advertising



Barriers

8.20 Barriers which enclose the outdoor dining area are not permitted.

8.21 Barriers are only permitted for licensed premises where Liquor and Gaming NSW have conditioned the licence with a requirement to have a barrier. These barriers:

- should not contain any logos, advertising or other graphics
- are to be black matte finish or "Metropolitan Bronze" powder coat
- must not exceed 900mm in height.

Bespoke designs for barriers may be supported, subject to approval by the City's Executive Director of City Planning Development & Transport.

Waiter stations

8.22 Waiter stations are permitted only where it can be demonstrated they are essential to the safe operation of outdoor dining areas, for instance in areas of very high pedestrian traffic.

8.23 Waiter stations should be:

- mobile and stored indoors outside of approved service hours
- designed to be unobtrusive and of minimalist appearance, free of any signage, advertising, logo or branding
- contained wholly within the approved outdoor dining area.

George Street

The vision for George Street is as the focus of public life in Central Sydney, a central spine connecting the three future civic squares at Circular Quay, Town Hall and Central Station.

The light rail and wide footways are vital to George Street's movement role, while street furniture and outdoor dining will help establish George Street as a place for people to stop, enjoy and visit.

The plan for outdoor dining in George Street identifies locations where outdoor dining can be safely accommodated alongside the light rail corridor and busy intersections, and the requirements for furniture and barriers ensure outdoor dining supports the role of George Street as a public place.

These controls apply to George Street between Hunter Street and Bathurst Street, and George Street between Bathurst Street and Railway Square. Outdoor dining on Devonshire Street, Surry Hills is also covered by these provisions.

Provisions

Outdoor dining areas – Hunter Street to Bathurst Street, and Devonshire Street

8.23 Outdoor dining may be permitted in any location as long as it maintains the following minimum clearances:

- 3.6 metre clear path of travel from the building line
- 2 metres from the rear of light rail stops; and
- 3.2 metre clearance from light rail dynamic kinematic envelope (if known); or
- 2.3 metre clearance from the outer edge of the stone tactile indicator strip next to the light rail tracks.

Figure 14 shows the minimum clearances.

Outdoor dining areas – Bathurst Street to Railway Square

8.24 Outdoor dining is only permitted in the locations identified in the maps in Appendix 2.

Tables and chairs

8.25 Tables and chairs are to be:

- uniform in style and design
- hardy and sturdy to resist wind gusts

- of metal or quality timber frame construction and not plastic
- stackable or foldable for ease of storage and readily removed.

8.26 Chairs should be 'French Bistro' Rattan type chair as shown in Figure 12.

8.27 Tables should be 'French Bistro' Rattan type to match the chairs.

8.28 Any variations to these specifications are to:

- respect the civic setting
- have the approval of the City's Executive Director of City Planning Development & Transport

Barriers

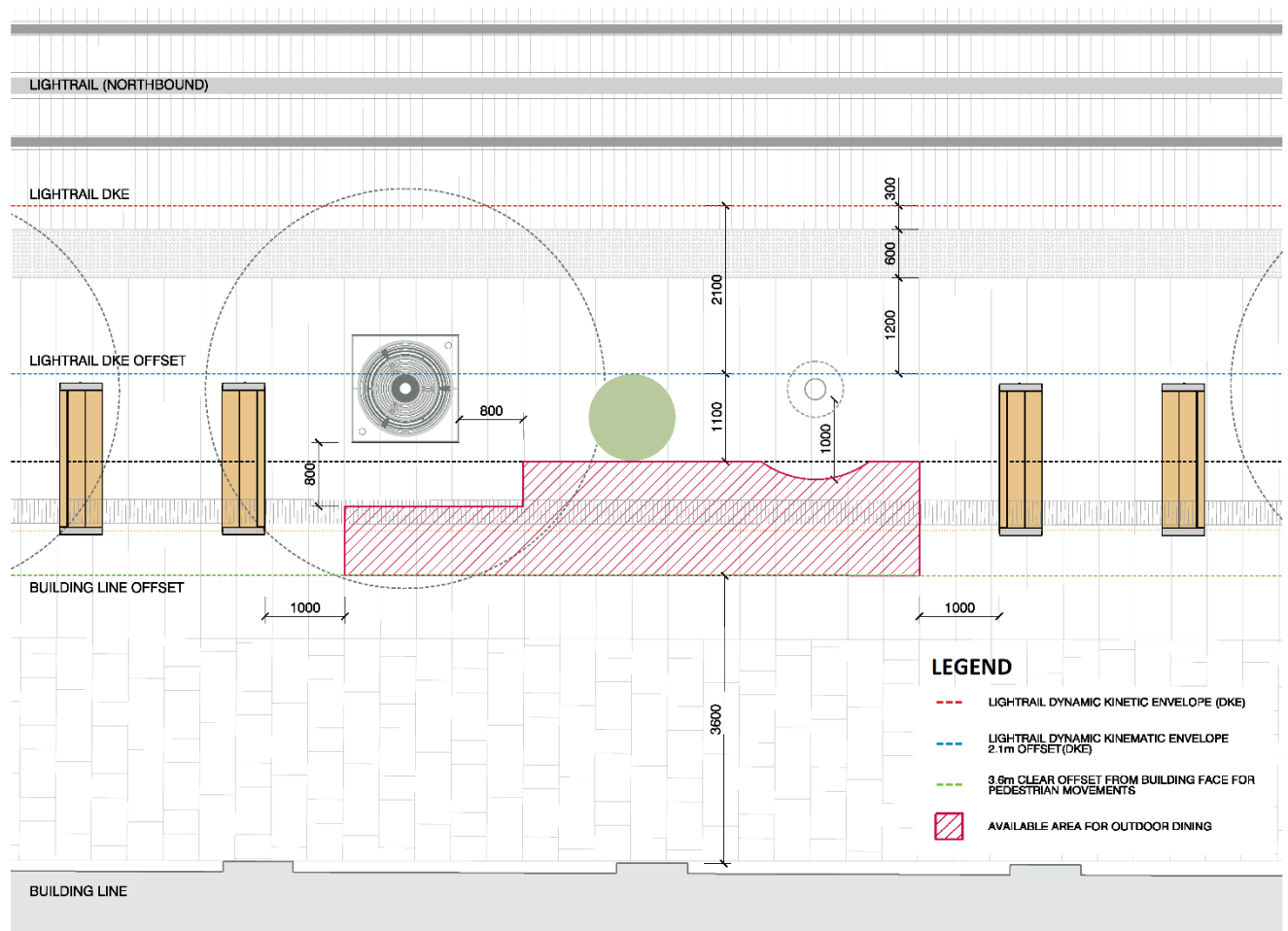
8.29 Barriers which enclose the outdoor dining area, or which separate it from the pedestrian footway, are generally not permitted.

8.30 Barriers are only permitted for licensed premises where Liquor and Gaming NSW have conditioned the licence with a requirement to have a barrier. These barriers:

- should not contain any logos, advertising or other graphics
- are to be black matte finish or "Metropolitan Bronze" powder coat
- not exceed 900mm in height;

Bespoke designs for barriers may be supported, subject to approval by the City's Director of City Planning Development & Transport.

Figure 14 Minimum clearances for outdoor dining areas - George Street between Hunter Street and Bathurst Street, and Devonshire Street



Llankelly Place

The City supports outdoor dining in Llankelly Place as part of a strategy to increase activation of the laneway.

Outdoor dining in Llankelly Place may require some negotiation between business operators to ensure that there is equitable access to outdoor dining opportunities, and an acceptable clear path of pedestrians.

Provisions

8.23 Outdoor dining is acceptable within the areas identified on Figure 15.

8.24 New outdoor dining areas not shown on Figure 15 can be approved provided that:

- a consistent and predictable clear path of travel is provided and maintained, to a minimum width of 1.2 metres.

Outdoor Dining Guidelines

Figure 15 Approved outdoor dining areas for Llankelly Place



Appendix 1 - Road area reallocated to outdoor dining

Criteria for road reallocations

The City is working with businesses to use some on-street car parking spaces for outdoor dining until 30 June ~~2025~~2027.

~~Council will limit the period of approval for outdoor dining on the road area until 30 June 2025.~~

Applicants are encouraged to apply for outdoor dining before an application for reallocation of the road area to outdoor dining.

This section includes criteria for where the road area can and cannot be reallocated for outdoor dining.

Provisions

9.1 Areas that are unsuitable for outdoor dining include:

- Bus stops and bus zones
- Roads with speed limits of ~~more than~~ 50km/h or more
- Clearways and transitways
- Parking areas for Australia Post, police, fire, ambulance or car share
- No stopping, no standing or no parking zones
- ~~In b~~ Bike lanes or access across bike lanes
- Accessible parking

- In-road fire hydrant or access to hydrants
- Streets with steeper gradients or cross falls

There may be other types of parking space that are not suitable.

All applications are considered on a case-by-case basis due to the complexity of the City's streets, and the specific context of individual locations, parking restrictions, neighbouring businesses and the road environment.

9.2 The City can revoke, suspend or amend an approval for outdoor dining if the road area has not been used by patrons of the business over a four week period.

Notification of applications to renew an existing approval

9.3 Applications to renew an existing Road Reallocation Approval do not need to be notified where there are no changes to the operating hours or dining area.

The outdoor dining area

Provisions

9.4 Space reclaimed by the City from the road area may be used for outdoor dining if the area is protected by vehicle-proof barriers appropriate to the speed of traffic.

9.5 The City may reduce the clearances from the kerb or carriageway on a classified road provided the area is protected by vehicle-proof barriers suitable to the speed of the road.

9.6 In addition to clearances identified in Section 4, applicants should leave a 0.5 metre clearance from the base of the concrete barrier to all furniture and equipment for reallocated road space.

9.7 The outdoor dining area on the reallocated road area may extend beyond the alignment of the business tenancy provided:

- it is to be continuous except for mid-area clearances under clause 4.6
- it is not in front of another food and drink or residential premises, and
- the space in front of a non-food and drink and non-residential premises is equally shared with any other food and drink premises that adjoins the non-food and drink premises.

9.8 Use of the road area for outdoor dining may be considered across the frontage of adjacent vacant retail tenancies, however approvals may be amended by the City if that vacant tenancy becomes occupied by a food and drink premises.

Assessing local access and loading

Principles

9.9 Balance the reallocation of kerb side road space (on street parking) for outdoor dining with the need to maintain access to other businesses and access to residential and paid parking, particularly in the following circumstances:

- in high-density mixed-use areas where there is a need to balance business and resident on street parking
- in areas where the cumulative impact of reallocating roadway space will unreasonably impact vehicle access to the commercial area and access to residential parking
- in areas where significant concerns, objections and complaints have arisen due to existing road space dining sites, and
- in areas where there is a high occurrence and concentration of approved road area outdoor dining.

Appendix 2 – George Street South outdoor dining locations

Please refer to the City of Sydney's website at

<https://www.cityofsydney.nsw.gov.au/council-governance-administration/outdoor-dining-guidelines>