

Public Exhibition - Integrated Planning and Reporting Program and Budget 2026/27

File No: X127618

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.

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. The community strategic plan was refreshed in 2025.

The draft Operational Plan 2026/27 provides an annual instalment of the City's Delivery Program 2025-2029 and identifies the specific plans and activities to be undertaken during the forthcoming year to achieve the deliverable outcomes. It also contains the draft operating budget, capital budget and revenue policy including the proposed rates, waste and stormwater charges along with the other proposed user fees and charges for the year.

The draft Resourcing Strategy 2026 supports the activities outlined in the delivery program. It comprises a long-term financial plan, a people (workforce) strategy, asset management planning including an asset management strategy and policy and a community asset management plan and an information and technology strategy. An updated community engagement strategy, including the community participation plan, is also included within the resourcing strategy, articulating the City's objectives and approach to community engagement. The resourcing strategy demonstrates the City's commitment and capacity to deliver the strategic outcomes in a planned manner to ensure the long-term financial sustainability of the Council.

The approved general rate increase of 5.6% for 2026/27 is primarily comprised of core rate peg of 2.9% and a population growth factor of 2.7%. While this increase was aligned with CPI at the time of its determination, it is no longer reflective of the City's current cost environment.

It is important to note that the City, like all councils across New South Wales, continues to face ongoing financial pressures that impact long-term financial sustainability. Local government rates remain councils' largest source of recurring income, and under the NSW rate peg framework, annual rate increases have been delegated by the Minister for Local Government for determination by the Independent Pricing and Regulatory Tribunal (IPART).

The long-term financial plan identifies the City's key income and expenditure items, the underlying assumptions that underpin our financial modelling, and the anticipated financial risks to the City in relation to these items.

This report recommends that this suite of integrated planning and reporting documents is endorsed for exhibition and comment by the public, in accordance with the requirements of the Local Government Act 1993.

Recommendation

It is resolved that:

- (A) Council endorse the suite of integrated planning and reporting documents for public exhibition for a period of 28 days, including:
 - (i) the draft Operational Plan 2026/27 as shown at Attachment A to the subject report; and
 - (ii) the draft Resourcing Strategy 2026 as shown at Attachment B to the subject report;
- (B) Council endorse the draft operating and capital budget, and future years' forward estimates, as reflected in the Operational Plan 2026/27 and draft Resourcing Strategy 2026 including:
 - (i) Operating income of \$776.4M, operating expenditure before depreciation of \$671.1M for an operating result of \$105.3M, and a net result of \$95.7M after allowing for interest, depreciation and capital contributions;
 - (ii) Capital works expenditure of \$265.2M and a capital works contingency of \$8.0M;
 - (iii) Plant and assets net expenditure of \$18.0M;
 - (iv) Capital works (Technology and digital services) of \$25.5M; and
 - (v) Net property divestments of \$46.4M;
- (C) Council endorse the draft rates, domestic waste management charges, stormwater charges and user fees and charges discussed within the subject report and included within the draft Operational Plan 2026/27; and
- (D) authority be delegated to the Chief Executive Officer to make minor amendments for clarity or correction of drafting errors, and to finalise design, artwork and accessible formats for publication prior to exhibition.

Attachments

Attachment A. Draft Operational Plan 2026/27

Attachment B. Draft Resourcing Strategy 2026

Background

1. 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 detailed operational plan that will set out Council's projects and activities for the coming 12 months.
2. These documents are underpinned by a resourcing strategy including a long-term financial plan, asset management planning including an asset management strategy and policy and a community asset management plan, workforce (people) strategy and an information and communication technology strategy, to demonstrate that Council has adequate resources to achieve the planned outcomes while ensuring the council's long-term sustainability for the community and stakeholders.
3. Council adopted Sustainable Sydney 2030-2050 Continuing the Vision on 27 June 2022 which continues our vision for a more sustainable future, along with our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 which guides the development and planning for the City of Sydney local government area. The Community Strategic Plan was refreshed in 2025. It builds on the work undertaken thus far to realise Sustainable Sydney 2030, responds to relevant global trends and policy frameworks, encapsulates our communities' values and aspirations and is underpinned by research and analysis of data. As the highest-level plan within the Integrated Planning and Reporting Framework, it provides the mechanism for the implementation of the vision for our city.
4. Staff have reviewed the progress of the current operational plan together with the objectives of the Delivery Program 2025-2029 to develop the projects and programs for the draft 2026/27 Operational Plan in line with Council adopted strategies and priorities.
5. The draft Operational Plan 2026/27 identifies the actions and activities planned for the next financial year, together with a range of indicators that will measure progress towards delivery of the City's outcomes. The draft operational plan also incorporates the City's proposed statement of revenue policy for rates and annual charges, the fees and charges schedule, and other relevant budgetary information.
6. The draft long term financial plan outlines the City's key income and expenditure categories, and the risks and opportunities that influence its capacity to deliver services. It updates the previous plan, confirms the City's current financial position, and sets out strategies to maintain sustainable operating surpluses to support major capital works, along with measures to monitor financial performance and sustainability.
7. The long term financial plan includes a "base case" scenario based on the City's best estimate of revenue and expenditure. It assumes a rate peg of 5.6% for 2026/27, with future rate increases aligned to forecast population growth.

8. Two other scenarios have been modelled to test the impact on the City's financial position. These are:
 - (a) Sustained high inflation over the early years of the plan, then decreasing and returning to the Reserve Bank of Australia's inflation target range, driving an underlying increase in the expenditure base.
 - (b) Conservative estimates of income from developer contributions resulting from uncertainty of future development cycles and the ownership of income flows.
9. The City's asset management planning strives to maintain sustainable management of its assets. As shown in the 2024/25 Financial Statements, the City is responsible for the care and control of assets (including land) valued at \$18.2 billion. Improvements are being made to the way these assets are managed through the collection of more accurate data and the application of stronger planning practices. At the same time, service levels and risks are balanced to ensure that public funds are used responsibly. This is a long-term program of work that will continue to develop over time.
10. The City's workforce strategy referred to as the people strategy, has been updated to reflect the key workforce metrics and outlines the strategic directions for our workforce development.
11. The information and technology strategy outlines the major information and technology initiatives and goals and was refreshed this year to reflect current trend and opportunities, including appropriate implementation of AI technologies. Note that the IPR guidelines do not include this strategy as a required component.
12. The updated community engagement strategy incorporates the community participation plan required by the Environmental Planning and Assessment Act. This means that the City's guiding documents on consultation and engagement are available to the community in one place. The relevant sections constituting the community participation plan, including notification requirements, are clearly identified in the strategy.
13. Minor amendments have been made to the community engagement strategy and minor edits were also made to the community participation plan.

Financial Implications

14. The proposed 2026/27 budget projects an operating result, prior to interest income, depreciation, capital project related costs and capital contributions, of \$105.3M.
15. Operating Income is budgeted at \$776.4M with key components described in this report, and full details provided in the operational plan and the long-term financial plan.
16. 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.
17. The Independent Pricing and Regulatory Tribunal (IPART) determined that the City of Sydney's general income may increase by a maximum 5.6% rate in 2026/27.

18. For the 2026/27 year, the following components have been endorsed for the City:
Core rate peg of 2.9%
Population growth factor is 2.7%
resulting in a total allowed rate peg increase of 5.6%.
19. The rates and annual charges include the following key elements:
- (a) rates will be based upon the 1 July 2025 unimproved land valuations as supplied by the Valuer General of NSW;
 - (b) 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 2026/27
 - (c) the proposed rates for the 2026/27 rating year are:

Category/Subcategory	Minimum Rate (\$)	Ad valorem (rate in the dollar)
Residential - Ordinary Rate	\$ 734.80	0.00101133
Business - Ordinary Rate	\$ 940.30	0.00306662
Business subcategory - CBD Rate	\$ 940.30	0.00740613

20. The City continues to review its rating models each year to improve the fair and equitable distribution of the rates burden for all of our ratepayers. In a high density local government area, that has experienced significant population increase and the NSW Government forecasts ongoing increases, the City is investigating the best way to equitably align its rating structure to service this growth.

21. The Local Government Act 1993 requires councils to fully recover the cost of domestic waste management services. This budget proposes a pricing scheme formulated on a base domestic waste charge for each bin size, with a further flat surcharge applied for each additional weekly collection. This pricing methodology makes provision for properties requiring more waste collection to contribute a higher charge to reflect the level of service received, which satisfies the intent of the legislation as well as Council's desire to improve residential waste management.
22. Domestic waste management charges reflect the availability of the service, and the volume and collection frequency for general household waste. These charges are proposed to increase on average by 4.0% in 2026/27. This reflects increased waste operating costs. The City is maintaining its commitment to increased waste education and to provide funding for investigation into a long-term solution for the treatment of nonrecyclable waste, to minimise the use of landfill. A new 'limited' domestic waste service charge is being introduced for land with residential dwellings that do not utilise the City of Sydney's general waste bin (red bin) component of its domestic waste management service.
23. Annual charges include a stormwater charge as allowed by the Office of Local Government. The charges remain at \$25 per residential property, \$12.50 per residential strata unit, and a pro rata rate of \$25 for every 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 currently undertaken. Works envisioned include significant remediation where required, and the investigation and design of opportunities to enhance stormwater catchment for harvesting and re-use.
24. The City will continue its existing pensioner policy which provides all eligible pensioners a 100% rebate on their rates, domestic waste and stormwater charges.
25. The Statement of Revenue Policy outlines the circumstances under which fees may be waived or reduced, including hardship provisions. A full schedule of proposed user fees and charges for 2026/27 is included in the draft Operational Plan. Fees have been set in accordance with Council's Pricing Policy, which considers community service obligations, cost of service provision, whether services are provided on a commercial basis, and users' capacity to pay.
26. Interest income is budgeted to be \$35.2M, reflecting future forecast interest rates, the expected opening cash balances, and the anticipated cash utilisation for the planned capital program and property divestments.
27. Capital grants and contributions are projected at \$94.0M.
28. Total operating expenditure is budgeted at \$671.1M with a number of key components as described below, and further detail provided within the long-term financial plan.
29. Salary and wages related expenditure totals \$340.3M, which provides for 100 per cent of permanent staffing (establishment) which are anticipated to be approximately 2,100 full time equivalent (FTE) as at July 2026. The budget also includes an adjustment for an award increase, agency hire costs, training, workers compensation and other employee related expenses. Note that at the time of writing the final amount of the 2026/27 award increase is still not confirmed, presenting an ongoing financial risk to the City's plans.

30. The vast majority of the City's \$330.9M non-salary related operational expenditure has not changed substantially, as it represents the ongoing business and service requirements of Council and its community, adjusted for relevant cost increases.
31. Further details on all operational expenditure items and underlying cost assumptions are provided in the attached long-term financial plan.
32. For 2026/27 operational contingencies of \$3.0M are proposed. These provisions cater for unforeseen circumstances and events that arise after the adoption of the budget. The utilisation of these contingent provisions are reported back to Council in each quarterly review of the City's financial and operational performance.
33. For 2026/27 the contingencies include:
 - (a) General contingency of \$1.5M; and
 - (b) CEO contingency of \$1.5M.
34. The draft capital works budget within the long-term financial plan identifies projects over \$5M, asset enhancement and renewal rolling programs over the course of the 10 year planning horizon.
35. The proposed capital works program for 2026/27 totals \$265.2M with a capital works contingency of \$8.0M. It includes asset enhancement programs of \$94.8M and rolling capital renewal programs of \$170.4M. These programs are set out in the long-term financial plan financial schedules, including a list of the forecast amount and timing for all projects with total budgets greater than \$5.0M.
36. The capital works program enables the continued delivery of major projects while ensuring the City's existing assets are properly maintained and renewed. It supports Council's responsibility to manage its assets in a way that meets community expectations and ensures their long-term sustainability. The program is aligned with the City's long-term financial parameters and reflects Council's capacity to fund capital works sustainably each year.
37. The draft plant and assets budget provides for acquisitions of \$19.0M with disposal proceeds of \$1.0M, resulting in a net cost of \$18.0M. The plant and asset budget includes the annual vehicle and plant replacement program net (\$4.7M), library books and resources (\$0.8M), information technology equipment replacement (\$2.6M), plant equipment and furniture and fittings purchases (\$8.7M).
38. The proposed budget also includes funds for the ongoing development and delivery of the capital component of the information technology and digital services project portfolio of \$25.5M, as we continue to improve our digital service offering to our community in line with the strategic plan.

39. In April 2026, Council approved its new grants policy and guidelines. The new guidelines set out a round of funding programs that are aligned with the 4 strategic pillars: Social and Community, Creative, Economic and Environmental. 2026/27 budget allocations have been adjusted in line with the new program structure and with the total grants budget of \$15 million a year. To calculate the new allocations, the following was considered:
- (a) Commitment to funding for Homelessness, Food support and overall support for Social and community grants
 - (b) Redistribution of the Festivals and events and Innovation and ideas program funding across the four strategic pillars based on historical funding allocations
 - (c) Commitment to the new cultural strategy funding programs
 - (d) Ensuring current and future demand can be considered whilst ensuring Social and community funding is protected and
 - (e) The broader budget amounts will allow the new grants programs to be responsive and flexible to the demands from the community.
40. In 2026/27, the Council has made an in-principle commitment to support a partnership between Police Citizens Youth Clubs NSW Ltd and Bridge Housing Limited to build a recreation centre at 638 Elizabeth Street, Redfern, this commitment is covered by an AdHoc funding amount of \$5 million.
41. 2026/27 will be the last year of commitment to the Haymarket strategy funding programs: Haymarket activation (\$200,000 per year) and Dixon Street Improvement (\$400,000 per year).

Reserves

42. The long-term financial plan incorporates the City's cash reserves, including all 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. The amounts in these reserves is reported to Council as part of the quarterly reporting process.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

43. The attached strategic documents meet the needs of our diverse community and are based on the significant engagement program conducted over recent years.

Organisational Impact

44. The operational plan and resourcing strategy actions will be implemented during the 2026/27 financial year. The organisation's resources will be aligned to the priorities identified for the 10 years, four-year and one-year periods of those plans.

Risks

45. This approach is within the City's risk appetite, which states:
- The City has a responsibility to ensure that it has sufficient resources in the short, medium and long term to provide the levels of service that are both affordable and considered appropriate by the community.
 - We maintain a cautious appetite to financial risks, aiming to minimise the likelihood and impact of significant financial losses. We prioritise the protection of our financial resources and our long-term financial sustainability. We strive to ensure that our financial decisions are well informed, based on sound financial analysis and are aligned with our strategic objectives.
 - We assess our capacity to absorb financial losses and maintain sufficient financial resources to mitigate the impact of most unexpected events.
 - We have minimal appetite for operating deficits as our operating surpluses are the primary source of funds to renew our assets and our capital works program.

Social / Cultural / Community

46. 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.
47. The operational plan and resourcing strategy support the achievement of the desired social, cultural, economic and environmental outcomes contained within the community strategic plan.

Relevant Legislation

48. Section 8B of the Local Government Act 1993 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. 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.

Critical Dates / Time Frames

49. Section 405 of the Local Government Act 1993 requires that councils must adopt an Operational Plan, including a statement of the council's revenue policy for the year covered by the operational plan before the beginning of each year.
50. 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

51. 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

52. 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.
53. 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. 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 Covid pandemic, informed the finalisation of Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 in 2022.

54. A 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.
55. This report, presented to council in 2025 brought together what we heard from the community during our extensive community engagement program over the prior 2 years. The outcomes from that engagement helped inform the refresh of the community strategic plan in 2025 and in turn, the objectives in the underlying delivery program and operational plan.
56. Council is required to exhibit the draft Operational Plan 2026/27, including its revenue policy and budgets for 28 days. The City elects to exhibit all of the draft resourcing strategy at the same time even though it is not a legislative requirement for all components to be exhibited.

JEAN-MICHEL CARRIERE

Executive Director Finance and Procurement

Attachment A

Draft Operational Plan 2026/27



Draft Operational Plan 2026/27

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: Outdoor dining in George Street, Sydney. Image: Adam Hollingworth/City of Sydney

Aboriginal and Torres Strait Islander statement

Aboriginal and Torres Strait Islander communities in the City of Sydney area 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 people. 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 is 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 people, 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 our previous reconciliation action plans, aiming to foster stronger relationships with Aboriginal and Torres Strait Islander communities and further the City of Sydney'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. Coloured diggers march commemorating Aboriginal and Torres Strait Islander people who served our country in armed conflicts overseas, Anzac Day 2025. Image: Penny Clay/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. About this plan

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 (community strategic plan) is the highest-level plan in this framework, which informs 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 10 targets to track progress and measure change over time, while its 6 guiding principles reflect the values expressed by our communities.

These principles inform the City of Sydney's decision-making and help shape a green, global and connected city. The community strategic plan includes 10 ambitious project ideas that 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 local communities. These 10 strategic directions include objectives, outcomes and measures to monitor progress to 2050.

Our operational plan

Our operational plan (this document) is prepared for Council's adoption by the end of June each year. It sets out the specific projects, programs and activities to be completed in the year ahead. It is aligned with our delivery program and community strategic plan and assigns responsibility across the divisions of the City of Sydney to complete those actions.

The operational plan includes our detailed budget and revenue policy as well as the financial plan for our programs and projects. It also includes measures which help us monitor and evaluate these projects and programs.

This operational plan has been prepared using the best and most current information available at the time of publication. It may be subject to change in response to issues impacting the community. and should be read alongside our delivery program 2025–2029.



Image 2. Oxford and Liverpool streets cycleway. Image: Will Jones/City of Sydney

About Sydney

The City of Sydney is the local authority responsible 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 and state agencies have key planning and development responsibilities.

The City of Sydney is the organisation, responsible for the administration of the local government area. Council is the elected councillors of the City of Sydney. The most recent election was held on 14 September 2024 and Council's current term will run until September 2028.

The geographical area administered by the City of Sydney and its physical elements, is made up of 33 suburbs wholly or partly within the 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 from Circular Quay to Central station, and from The Domain and Hyde Park to Darling Harbour.

Greater Sydney includes metropolitan Sydney and extends from Wyong and Gosford in the north to the Royal National Park in the south, following the coastline in between. The region includes the Blue Mountains to the west, Wollondilly to the south and the Central Coast to the north. Greater Sydney covers 12,368 square kilometres.

To find out more statistical data about our local area and how it compares in a national and global context, visit the [city at a glance](#) section of the City of Sydney website.

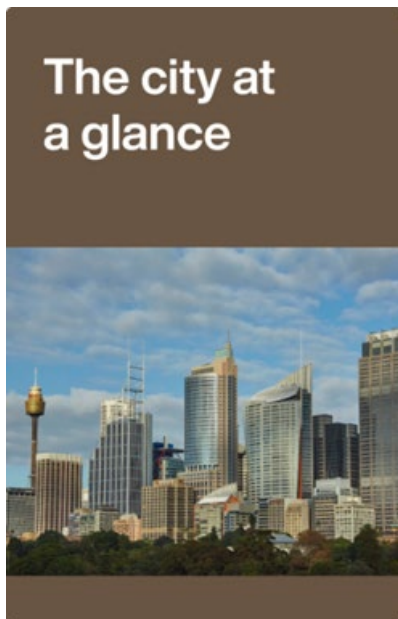


Image 3. Cover image of the city at a glance webpage

Demographic information about our residents, the area and each suburb can be found on the [community profile website](#).

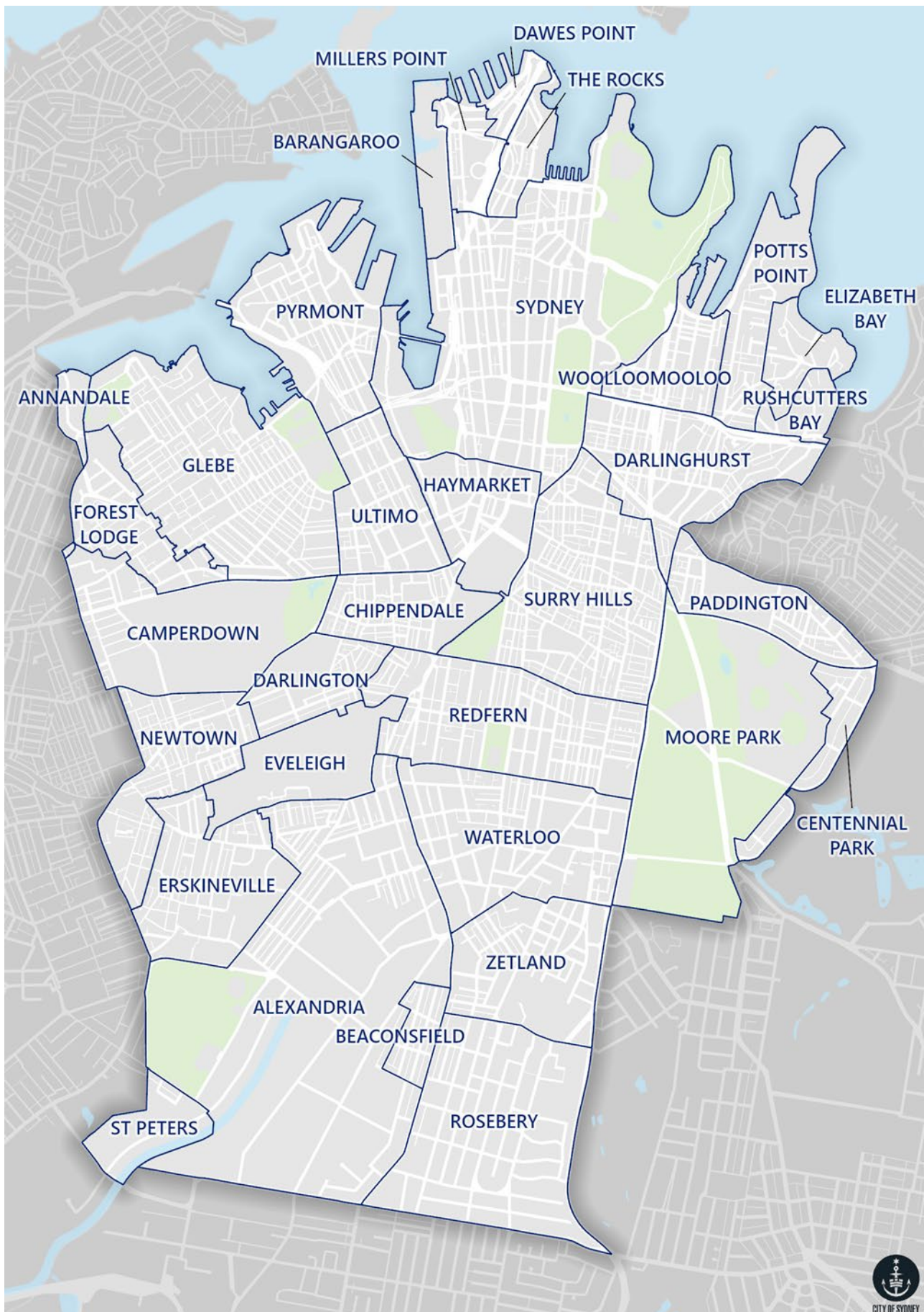


Image 4. City of Sydney local government area showing its 33 suburbs

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 of Sydney. City of Sydney operations are delegated to the Chief Executive Officer or jointly managed with the Lord Mayor, as authorised by Council and in line with relevant legislation. Our performance is monitored through quarterly financial reports and 6-monthly delivery program progress reports to Council and the community, including a state of the city report at the start of each new council term.

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 our local area and its communities. In following the directions of the community strategic plan and striving to achieve its objectives, there are limits to what Council alone can control or even influence.

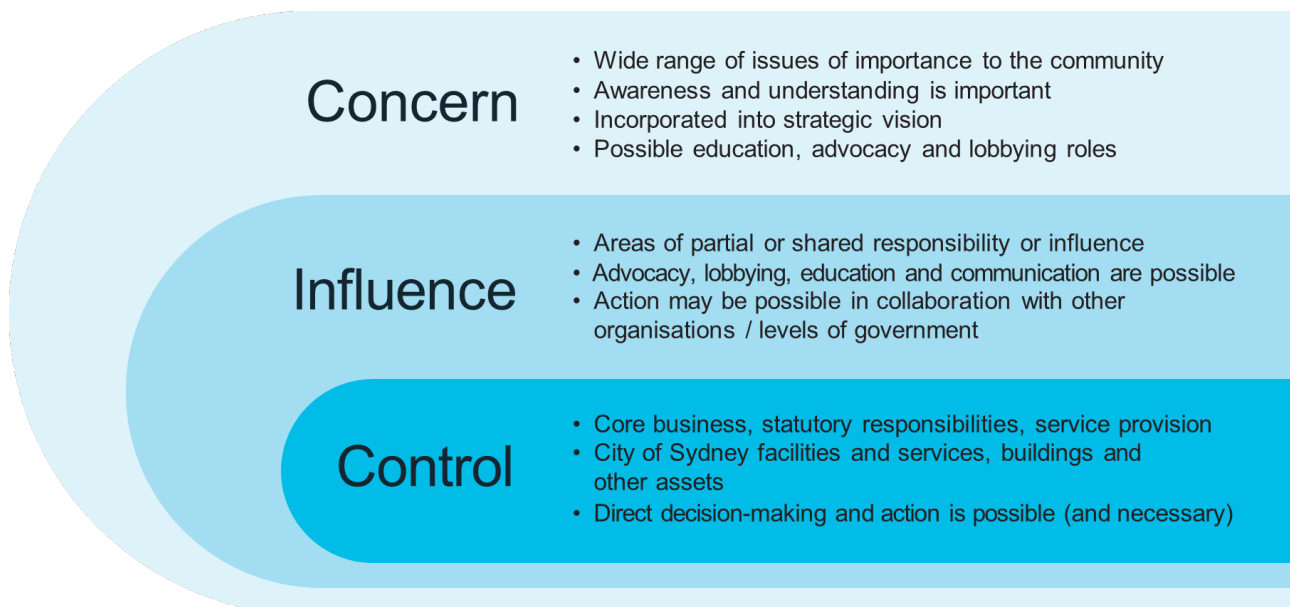


Figure 1. Concern, influence and control diagram outlining the City of Sydney's level of involvement in a range of activities

The integrated planning and reporting framework

Integrated planning and reporting 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 achieving community priorities and aspirations. While councils lead the process, they carry this out in close consultation with communities, elected representatives, other levels of government and the private sector.

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 one of these principles.

Integrated planning and reporting gives us a framework for identifying the priorities of our many communities. It creates a comprehensive planning 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 across the state.

We've used this framework to create several plans, including the Community Strategic Plan Delivering Sustainable Sydney 2030–2050 and the Delivery Program 2025–2029. These plans detail how we'll act on the community's priorities we identified through extensive consultation.

The diagram below shows the documents in our integrated planning and reporting framework documents and how they connect. It is based on guidelines from the NSW Office of Local Government, available at olg.nsw.gov.au.

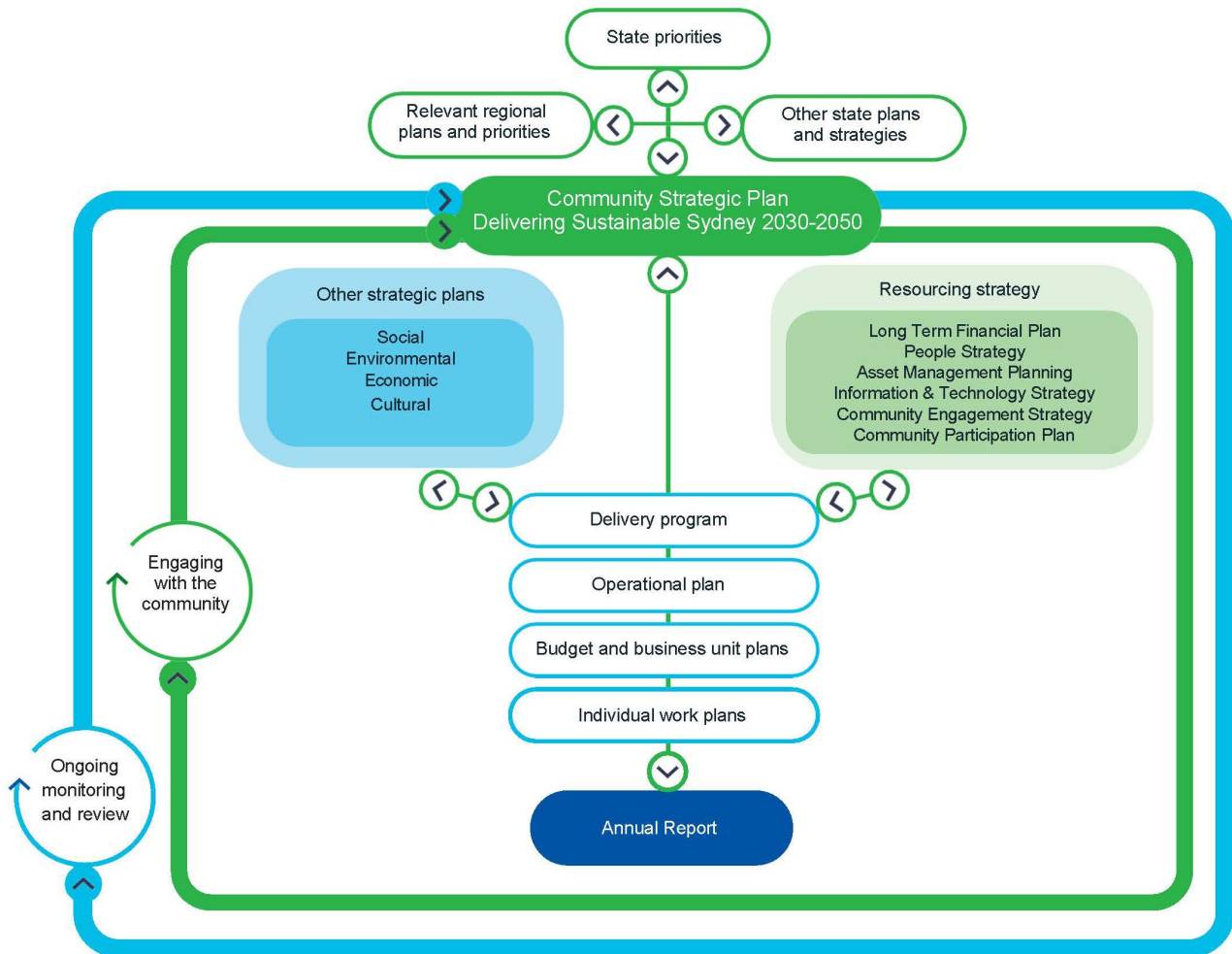


Figure 2. Integrated planning and reporting framework diagram adapted from the Office of Local Government

How the documents relate

Our integrated planning and reporting documents represent the City of Sydney's response to the statutory framework for planning and reporting.

The community strategic plan was adopted by Council in 2022 and refreshed in 2025. It was developed with, and on behalf of, the communities we serve.

The plan identifies the community's main priorities and aspirations and guides all our other strategies and plans which help us to achieve these through 10 strategic directions. We update this plan every 4 years, in line with government requirements or when circumstances or community aspirations change.

Our delivery program 2025–2029 acts as the link between the long-term community strategic plan and the annual operational plan. It identifies the actions we'll take that support the community strategic plan outcomes. The delivery program's activities are aligned with the 10 strategic directions of the community strategic plan.

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 about individual activities. It sets out the specific projects, programs and activities to be completed in the year ahead and is aligned with our delivery program. It also includes our revenue policy for rates and annual charges, the fees and charges schedule, and other relevant budgetary information.

As part of the integrated planning and reporting framework, a formal reporting process is in place to communicate how we're progressing to 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 we have adequate resources to achieve the planned outcomes we're responsible for, while maintaining the long-term financial sustainability of the organisation.

The resourcing strategy spans a period of 10 years and has 5 components:

1. Long-term financial plan

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

2. People (workforce) strategy

This strategy outlines the key issues impacting our 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

This sets the framework for us to provide services the community needs, in line with the community strategic plan at the best possible cost. Our asset management policy, asset management strategy and community asset management plan set the standards for maintaining and renewing key assets, and outline their condition and the resources required.

4. Information and technology strategy

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

5. Community engagement strategy and community participation plan

The community engagement strategy explains how we consult our diverse communities. It sets out the framework to consult, collaborate with and empower people to help shape the future of our city.

Our community participation plan is included in the community engagement strategy to make it easier for people to understand. It covers how people can take part in strategic planning, development assessments and other land use planning matters. It can also be read as a stand-alone plan that responds to the requirements of the *Environmental Planning and Assessment Act 1979*.

The resourcing strategy should be read alongside the delivery program and the operational plan. Together these documents show the assets, funds and other resources needed to carry out our work for our communities.

Monitoring and review

Our key plans are prepared and updated periodically and are reviewed after each new Council is elected. The review process involves input from all City of Sydney business units and feedback from the community through submissions and other engagement activities. It also considers planning priorities of other levels of government and agencies.

Progress towards the strategic goals in our community strategic plan is monitored through regular reporting to Council. Sustainable Sydney 2030–2050 Continuing the Vision and the community strategic plan also 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. The City of Sydney is also 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.



Image 5. City of Sydney staff, Visitor Information Centre, Customs House, Circular Quay. Image: Abril Felman/City of Sydney

Roles and responsibilities

Our community strategic plan sets out the priorities and aspirations of our local communities. It will take everyone working together to achieve the desired outcomes and targets.

We play 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. We may also set up less formal arrangements and collaborations at other times. Many other levels of government and organisations are responsible for projects, programs and services that will 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

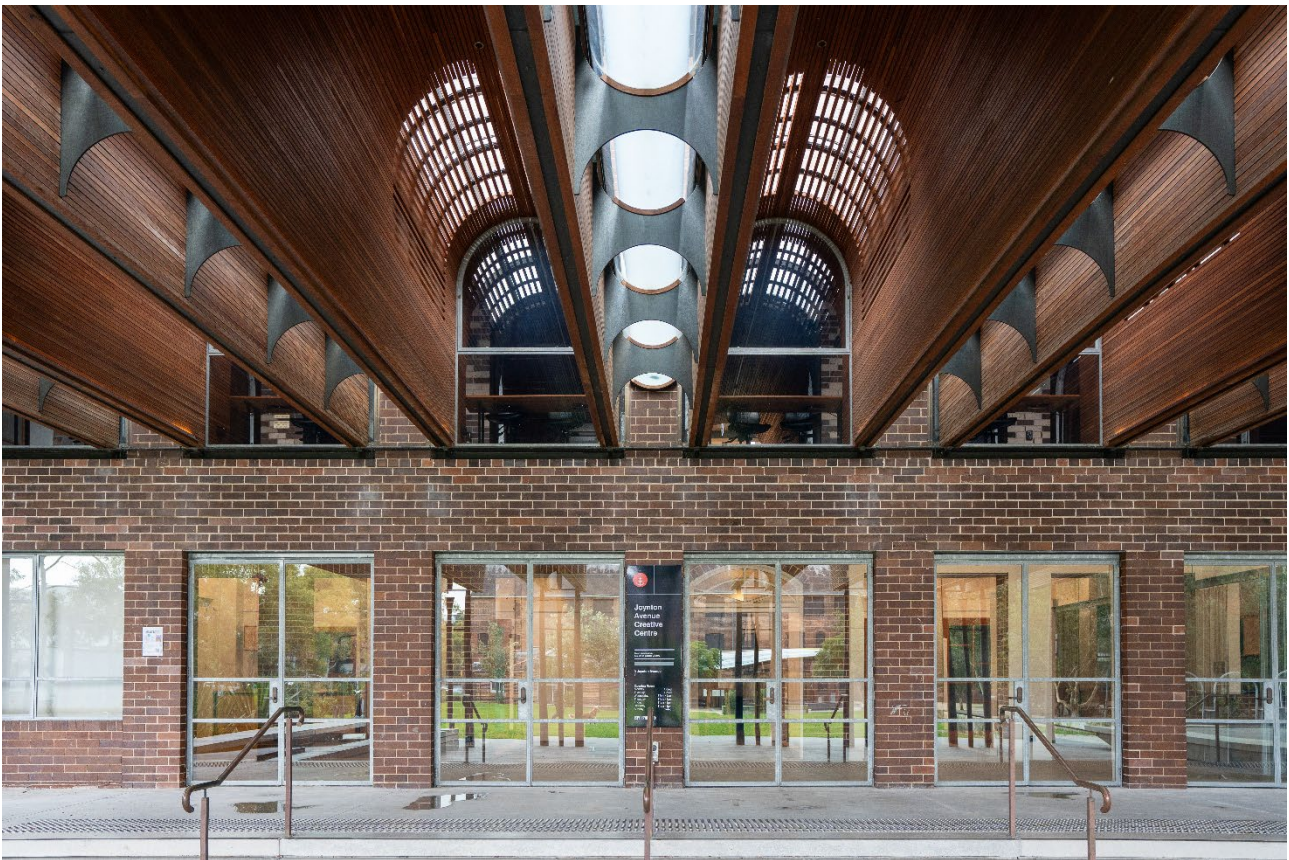


Image 6. Creative Arts centre, Joynton Avenue, Zetland. Image: Yulius Santoso/City of Sydney

City of Sydney service catalogue

We've developed a service catalogue to enhance how we manage our services and functions. This is a high-level representation of the services the City of Sydney provides.



Figure 3. City of Sydney service catalogue

Services and service reviews

We're committed to improving the quality and levels of services to the community. We'll continue a program of service reviews across several services and functions. The program for 2026/27 includes procurement and contract management, and cyber security and information protection. Priorities may shift during the year, so the review program may be adjusted as required.

Efficiency and effectiveness

Council also carries out several programs that enhance financial management and governance of our organisation.

The internal audit function gives independent advice so we can improve our operations, manage risk and strengthen our controls and governance. This is carried out through a strategic program of audits and reviews on behalf of the Audit Risk and Compliance Committee. All internal audit work follows our internal audit charter and is reported independently to the committee.

We use 6 improvement principles to guide how changes are made to improve 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 that make them easy for customers. To do this, we review how we perform at each stage of the customer experience, what our customers expect and how we can improve our service.

Engaged, empowered and capable employees

We engage our employees to identify improvement opportunities and drive organisational change, enabling more customer-focused and efficient services and processes. To achieve this, we adopt new capabilities, mindsets and ways of thinking. This approach supports greater creativity, innovation and more agile ways of working.

Streamlined processes

Our processes must be easy to use and each step must add value for customers and stakeholders. All processes should have clear ownership with defined roles and responsibilities to support effective decision-making.

Data-driven

We use business intelligence to generate data insights that show how we're performing and guide decision-making. These insights are essential for understanding performance and identifying opportunities to improve efficiency.

Digital capability

Digital technology will transform our organisation and help us develop new and innovative ways to meet the community's needs. This includes reshaping our services and improving how we work. New digital platforms will help automate many manual tasks, improve data accuracy and provide real-time information. Digital collaboration tools will enable more effective and efficient work practices. Employees with a strong digital mindset will help us to identify more opportunities to expand digital capability.

Financially sustainable

We maintain financial sustainability by considering value for money in how services are provided 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 of Sydney's organisational structure and senior executive. The executive directors lead the provision of key services and programs and projects to achieve the vision of local communities.



Figure 4. Diagram showing the City of Sydney'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 our operations is good governance. This 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. This ensures we fulfill our commitments and operate with ethical responsibility.



Figure 5. Diagram outlining elements of governance at the City of Sydney

Code of conduct

We 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. Employees complete code of conduct induction training and regular refresher training to ensure their actions align with our ethical standards and organisational values.

Fraud and corruption prevention

Our fraud and corruption control plan underpins our commitment to fraud and corruption control. It 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 through the reporting form on our website.

Complaints about employees are investigated by the Legal and Governance division. Complaints about councillors and the chief executive officer are handled in line with the provisions of the code of conduct. Complaints can also be made directly to the Independent Commission Against Corruption.

Risk management

Our embedded risk management principles and capabilities across the organisation 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.

In 2024 Council adopted a risk appetite statement, which is a central part of our risk management framework. It describes the amount of risk Council is willing to accept in pursuit of its goals and is designed to guide actions and decision making across the organisation.

City of Sydney risk appetite

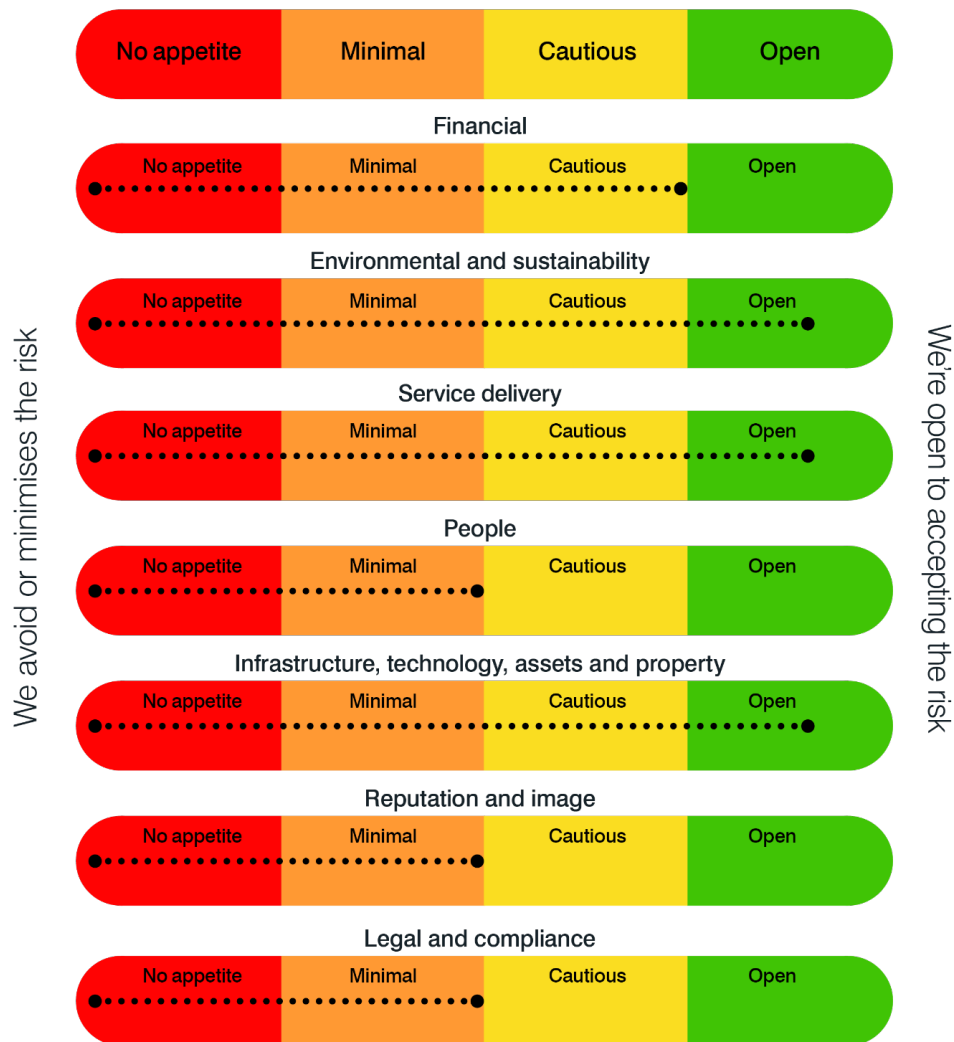


Figure 6. City of Sydney risk appetite summary table

Audit, risk and compliance committee

The Audit Risk and Compliance Committee plays an important role in our governance framework. It provides Council with independent oversight and monitoring of our audit, compliance and risk processes and its other internal control activities.

The primary objectives of the committee are to assist 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

- to ensure the integrity of the internal audit function.

The Audit, Risk and Compliance Committee Terms of Reference explains the committee's roles, responsibilities and oversight of both internal and external audit functions, including any statutory duties. The committee has 3 independent members, one who acts as chair and one councillor who is a non-voting member. The terms of reference 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 gives independent audit opinions on Council's general and special purpose financial statements, audits statutory returns for several Council activities (including the ratings return, domestic waste return and parking enforcement gain share) and reports to Council and the minister on how the audit was carried out. The auditor also issues a management letter outlining any matters identified during the audit and provides any additional reports required by the Office of Local Government. The external auditor also contributes to Audit Risk and Compliance Committee meetings.

Internal audit

Internal audit is an independent, objective assurance and consulting activity. It enhances and protects organisational value by systematically and independently evaluating and identifying performance improvements in business operations, risk management, internal controls and governance processes. This is carried out through a strategic program of audits and reviews on behalf of the Audit Risk and Compliance Committee. This activity is in line with our internal audit charter and reports independently to the 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. We make as much information as possible available to the community. We proactively publish information on our website and we respond to requests for information in line with the *Government Information (Public Access) Act (2009)*. We also provide a reading room in Town Hall House for people to inspect hard copy documents. We respect people's privacy by withholding personal information where its release would be inappropriate.

Procurement and contract management

Procurement and contract management at the City of Sydney is undertaken in accordance with the requirements of the Local Government Act 1993 and the Local Government (General) Regulation 2021, together with relevant guidelines issued by the NSW Office of Local Government and the City's Procurement & Contract Management Policy. Our approach promotes open and effective competition, ethical and transparent decision-making, and accountable use of public funds. We seek to achieve best value for money over the full lifecycle of goods, services and works, while supporting sustainable, socially responsible and local economic outcomes. Procurement activities are undertaken with appropriate probity, risk management and governance controls, including formal tendering for contracts above legislative thresholds and structured evaluation processes. Contract management practices ensure that suppliers deliver agreed outcomes, performance is actively monitored, risks are managed, and continuous improvement is achieved in service delivery for the community.

Safety in the City of Sydney local area

We're committed to the health, safety and welfare of our employees, residents and visitors. We have many responsibilities for keeping people safe across our local area. This includes making sure safety is considered when we design and maintain public spaces, run events, carry out compliance and enforcement work, and provide services to our communities.

Many laws relate to public safety. We must follow these laws, enforce some of them and make sure others are followed by people and businesses in our area. These include the following acts, 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 (General) Regulation 2021*
- *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*



Figure 7. Green Square public school and community spaces, Green Square – jointly funded by NSW Government and City of Sydney. Image: Abril Felman/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 the priorities and aspirations of our communities for a more sustainable future. The plan positions our city as a regional leader for just and sustainable growth, creativity and innovation and sets clear directions to help tackle the climate emergency. It builds on our 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've continued to monitor community concerns, ideas and aspirations throughout and since the pandemic to see if, or how, perspectives might have changed. We've 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'll 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 efforts and directives from the NSW and federal governments.

Six guiding principles

These guiding principles, based on values expressed by our communities, will be used by the City of Sydney in our decision making.

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.

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 2-3 decades and it's supported by our integrated planning and reporting documents and our other plans and strategies.

Other strategic plans

Our future activities consider our other 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 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 councils 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 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's 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 first resilient Sydney strategy 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 2025–2030 which was published 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 adaptation 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 our strategies with the priorities of the state and federal governments where possible and critical to the functions of the city.

National agreement on Closing the Gap

The Council of Australian Governments' 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 federal 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.

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

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)

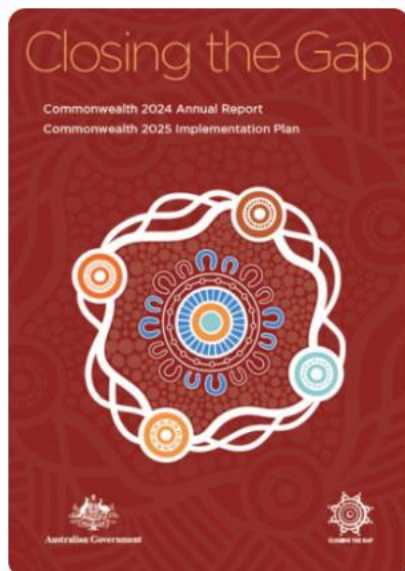
5. Employment, business growth and economic prosperity.

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, councils play 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 at closingthegap.gov.au.



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.

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.

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 our delivery program and describe our principal activities under section 404 of the *Local Government Act (1993)*.

Each strategic direction sets out the high-level outcomes, with objectives, projects, programs, strategies and services identifying what we're doing to achieve the outcomes by 2050. Delivery measures, including performance indicators are used to measure our progress.

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	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 support compliant, ethical and transparent decision making and community confidence	Legal and Governance
1.1.1 (4)	Optimise governance, risk and audit frameworks	Implement a risk based and comprehensive 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	Office of the Chief Executive
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 that optimise outcomes	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 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
1.2.1 (4)	Implement continuous improvement programs	Implement business improvements to address the risk of services and operations not meeting environmental compliance obligations or causing direct environmental harm	Strategic Development and Engagement
1.2.2 (1)	Develop responsive digital services	Develop responsive digital services that are easy for our communities to access and use	People, Performance and Technology
1.2.2 (2)	Develop responsive digital services	Develop and maintain 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 information and data to meet the spirit and requirements of the <i>Government Information (Public Access) Act</i>	People, Performance and Technology
1.2.3 (2)	Provide access to City of Sydney information and data	Proactively publish information and data online 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	Provide business and spatial intelligence for better planning, operations, and decision making	People, Performance and Technology

Ref	Delivery program action	Operational plan activity	Responsibility
1.2.5 (1)	Strengthen workforce capability, diversity and inclusion	Implement our people strategy to strengthen the workforce's capacity to achieve the outcomes in the community strategic plan	People, Performance and Technology
1.2.5 (2)	Strengthen workforce capability, diversity and inclusion	Implement actions in our 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	Carry out 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 our 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 e 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 our investment property portfolio to optimise revenue opportunities	Chief Operations Office
1.3.5	Ensure best practice procurement	Ensure 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 Australian 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	Work with international partners to share knowledge exchange and ensure we benefit from the latest ideas and best practices, including partnerships such as C40, World Cities Cultural Forum, Music Cities Network 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 under 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

Delivery program action	Measure description	Unit	Target/ Trend	Responsibility
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 employees	No	-	Legal and Governance
Develop responsive digital services	Communication received from the community through digital channels	%	↗	People, Performance and Technology
Develop responsive digital services	Average time to answer phone calls from the community	Seconds	120	People, Performance and Technology
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

Delivery program action	Measure description	Unit	Target/Trend	Responsibility
Maintain financial sustainability	Building and infrastructure asset renewal ratio (alternate to industry standard)	%	>100%	Finance and Procurement



Image 7. Cafes and bars, George Street, Sydney. Image: Dion Georgopoulos/City of Sydney

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 LEDs 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 our buildings, including replacing 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 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	Support more people walking, riding bicycles and catching zero emissions public transport	Chief Operations Office
2.1.3 (2)	Support transition to zero emissions transport	Advocate to the NSW Government for zero emissions buses	Chief Operations Office
2.1.3 (3)	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 restoration areas and habitat for native fauna in our 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 our operations 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 partners to improve data quality and reporting of strip out, properties waste and construction and demolition waste from our 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	Carry out 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 climate risk assessment framework for use in managing risk in our services and assets	Strategic Development and Engagement
2.5.1 (2)	Improve climate risk awareness	Develop a climate equity program supporting priority community groups for climate adaptation	Strategic Development and Engagement
2.5.2 (1)	Deliver programs to improve environmental performance	Implement projects, programs and advocate to improve environmental performance and resilience 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 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 CO ₂	↘	Strategic Development and Engagement
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 CO ₂	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 tCO ₂ e	%	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 of Sydney 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)	m ²	9,000	City Services
Improve habitat potential and biodiversity	Area managed by the City of Sydney as native bush restoration	ha	16.4	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 2035	Chief Operations Office
Reduce waste from City operations	Resource recovery of waste from the City of Sydney'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 8. Avenue of fig trees, Hyde Park, Sydney. Image: Chris Southwood/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 partners to assist in planning for 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	Work with the Geographical Names Board in consultation with the local Aboriginal community to officially adopt new names using local Aboriginal language	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 build, upgrade and maintain public spaces to ensure they are welcoming, accessible and equitable	Chief Operations Office
3.2.2	Deliver public amenity services	Provide high-quality public domain cleansing service that meet 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	Carry out targeted patrols in public spaces to address illegal dumping, littering and other activity which is contrary to the provisions of the <i>Protection of the Environment Operations Act</i>	City Services
3.2.4	Shape the city's public spaces to meet community needs	Carry out 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 creation of public art in new developments and develop partnerships to enable completion 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 Yananurala through development and completion 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	Review our open space and recreation needs study to inform future priorities and directions	Chief Operations Office

Ref	Delivery program action	Operational plan activity	Responsibility
3.5.2	Equitably manage land under the care and control of the City of Sydney	Review our plans of management as required, ensuring 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 9. Andrew (Boy) Charlton pool, Woolloomooloo. Image: Abril Felman/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	m ²	30,000	City Services
Increase the number of welcoming, accessible and equitable public spaces	Outdoor dining in the local area village centres' public places	m ²	-	Chief Operations Office
Increase the number of welcoming, accessible and equitable public spaces	Outdoor dining in the city's public places	m ²	-	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 versus capacity of sports fields (booked use) (hours used versus hours available)	%	90	City Life
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-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

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	Carry out 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 creation 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 ensure 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	Plan for a healthy community and environment	City Planning, Development and Transport
4.5.2 (1)	Improve sustainability through better designed and operated buildings	Plan for more sustainable buildings	City Planning, Development and Transport
4.5.3	Increase resilience through well designed and planned development	Plan to mitigate risks from flooding, heat and other environmental risks	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	Gross average time to determine DAs (Minister's expectation – less than 84 days)	Days	-	City Planning, Development and Transport
Create places that are well-connected and reflect local character and heritage	Gross average time to determine Central Sydney Planning Committee (CSPC) – DAs	Days	250	City Planning, Development and Transport
Create places that are well-connected and reflect local character and heritage	Gross average time to determine Local Planning Panel (LPP) – DAs	Days	105	City Planning, Development and Transport
Create places that are well-connected and reflect local character and heritage	Gross average time to determine – DAs for residential alterations and additions	Days	90	City Planning, Development and Transport
Create places that are well-connected and reflect local character and heritage	Gross average time to determine development modification applications	Days	65	City Planning, Development and Transport
Create places that are well-connected and reflect local character and heritage	Gross average time to determine Heritage works Without Consent (HWC) requests	Days	20	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	Gross average time to determine footway dining applications	Days	35	
Plan for business, industry and economic opportunities	Commercial development approved	m ²	-	Strategic Development and Engagement
Plan for business, industry and economic opportunities	Commercial development completed	m ²	-	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 offered in the local area	No	-	City Planning, Development and Transport
Plan for and deliver infrastructure that supports community wellbeing	Voluntary planning agreements executed in the local area	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 communities are considered in 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
5.3.1 (2)	Improve walking safety, connectivity and amenity	Deliver improvement works in the Sydney Central Business District and village centres, including installing smartpoles, upgrading and improving sustainable street lighting, traffic signals, street furniture and installing 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 and journey times 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 in our local area in line with 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

Ref	Delivery program action	Operational plan activity	Responsibility
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 disability	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	m ²	2,000	City Services
Improve walking safety, connectivity and amenity	Transport-related projects, including footpath widening, traffic calming measures, intersection upgrades	No	10	City Services
Improve walking safety, connectivity and amenity	Footway renewed in the City of Sydney local area	m ²	12,000	City Services

Delivery program action	Measure description	Unit	Target/ Trend	Responsibility
Improve walking safety, connectivity and amenity	New granite infill paving in the City of Sydney local area	m ²	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
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 area March 2010 baseline 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

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 and governance of the local Aboriginal knowledge and culture centres at 119 Redfern Street and 107 Redfern Street	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 city's diverse communities	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 our Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander partners and employees	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 partners and employees	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 our 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 our diverse communities	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 the City of Sydney Library (physical and digital)	'000	-	City Life
Position our libraries to support community needs	Attendance at City of Sydney Library branches	'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 of Sydney	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 provided through 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	Approved early education and care places through City of Sydney education and care services	No	↗	City Life
Deliver education and learning opportunities	Sessions of care provided through City of Sydney education and care services	No	-	City Life
Deliver education and learning opportunities	Discounted and free sessions of care provided through City of Sydney 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 of Sydney'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 through targeted programs and initiatives	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 upgrades 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	Work across business and the community to implement the City's resilience strategy and associated climate risk actions	Strategic Development and Engagement
7.3.1 (2)	Embed climate risk and resilience considerations	Implement our 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	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	Support 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 NSW 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 such as 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	Explore community wealth building approaches that create more opportunities for diverse, inclusive, and local-ownership business models	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 of Sydney's grants program	City Life

Ref	Delivery program action	Operational plan activity	Responsibility
7.6.3	Strengthen young people's civic engagement	Deliver youth civic engagement programs and purposefully engage young people in our consultations	City Life / Strategic Development and Engagement

Measures

Delivery program action	Measure description	Unit	Target/Trend	Responsibility
Provide inclusive, affordable and accessible community and cultural facilities	Bookings of City of Sydney community centres and venues for hire, 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 of Sydney community centres and facilities for hire	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 in 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 as Aboriginal and Torres Strait Islander	No	-	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 for the Eora Journey: recognition in the public domain program, as part of our 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 in cultural venues we operate	City Life
8.2.6 (1)	Support the creative sector	Carry out 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 operate in Sydney	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	Facilitate participation and leadership pathways for diverse priority 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 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	Provide affordable space to the creative sector in properties we own	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	Strategic Development and Engagement/City Planning, Development and Transport

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
Enable creative and cultural operators to locate in Sydney	Artist support grants approved by the City of Sydney	\$ '000	-	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 of Sydney through the accommodation grants program – leases for cultural initiatives	\$ '000	-	City Life
Enable cultural infrastructure through planning policies	Cultural infrastructure grants approved by the City of Sydney	\$ '000	-	City 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.

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 the 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	City Life

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 provide 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 by 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	City Life
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 and tourism	Strategic Development and Engagement
9.4.3 (3)	Support and promote the experience economy	Develop and provide 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 revitalisation strategy	City Life/City Planning, Development and Transport
9.5.1 (3)	Promote economic activity and distinct and diverse local places	Facilitate 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 partners 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 and entertainment businesses)	\$'000	-	Strategic Development and Engagement
Support Indigenous enterprises, social enterprises and for-purpose businesses	City of Sydney spend with Aboriginal and Torres Strait Islander businesses	\$'000	\$2.4m	Finance and Procurement
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 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 the renewal of the housing estates are well planned and achieve 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 the NSW Government's Region and District Plan to identify opportunities to support the creation 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 our local 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 the NSW Government to create 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 achieve self-determined housing outcomes	Chief Operations Office/City Planning, Development and Transport

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 through 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 a 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 June 2021 121,725	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 June 2021 15,127	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 June 2021 8.0%	%	7.5% by 2036	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 June 2021 1.1%	%	7.5% by 2036	City Planning, Development and Transport

4. Evaluation

Measuring progress

It's important 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. Achieving the plan's actions is monitored together with a range of sustainability indicators for the community and the city overall. The state of our city report is prepared for each new Council. It shows how we've progressed against the community strategic plan and how well we met our social, environmental, economic and civic leadership goals during the Council term. Our community

strategic plan also 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 carried out and to support our 4-year delivery program. Progress reporting to Council includes:

- updates on activities carried out to implement 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've developed several measures. Not all these measures have historical data to report, nor do they all have identified targets.

There are 2 reasons for this:

- It's not always useful to set targets, because we can't control some measures. Even so, these measures can help us track trends or demand that affects our performance.
- There may be no historical data to help us set a realistic target. As we collect more data, we'll update the target when it makes sense to do so.

Each of our strategic directions and underlying performance monitoring processes reflect that we work under the principles of Plan, Do, Check and Act.



Figure 8. Plan, do, check, act process diagram

Community wellbeing indicators

We've established a comprehensive set of community wellbeing indicators that measure progress across social, cultural, environmental, economic and democratic engagement perspectives. These indicators give us another way monitor and report on the community strategic plan. They also strengthen the evidence we use 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.

We published a community wellbeing indicators report in 2024 with 2 main functions:

- We use evidence to track changing trends and issues affecting the community over time. This helps us develop policy and plan services.
- We provide a reference guide that highlights the main datasets we manage and points readers to other widely used data sources.

The 2024 community wellbeing indicators report is available on our website at cityofsydney.nsw.gov.au/research-reports/community-indicators-report.



Image 10. Cover page of the August 2024 community wellbeing indicators report

5. Statement of revenue policy

Budget and financial schedules

We've prepared a set of financial reports that explain how Council plans to manage its finances over the next 10 years. Together, these reports show our long-term commitments, how services are funded, and how we plan for risks and uncertainty, in alternative scenarios.

Income and expenditure (income statement)

We've included 10-year income and expenditure schedules. These are provided in both summary and detailed formats, covering:

- the 2026/27 budget, and
- financial projections for future years.

The summary version gives a high-level view of Council's financial position and is aligned with this plan.

Scenario modelling

In addition to the 'base case' we modelled alternative scenarios to understand how Council's finances could be affected if conditions changed. These scenarios include:

- **Higher short-term inflation.** 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 2028/29
- **Lower income from developer contributions.** Reduced income resulting from uncertainty of future development cycles and the ownership of income flows.

These scenarios help Council understand financial risks and prepare for different possible outcomes.

Capital works

The capital works budget sets out our planned investment in infrastructure over the 10-year period. This includes:

- projects more than \$5M
- ongoing asset renewal programs
- asset enhancement programs
- A contingency allowance for unforeseen costs

Balance sheet (statement of financial position)

The balance sheet reflects our financial assets, liabilities and equity over the 10-year period. It reflects expected changes in:

- Cash and investments
- Assets bought or sold
- Employee leave provisions
- Accounts payable and receivable

Cash flow forecast

The cash flow forecast shows how money is expected to move in and out of Council over the life of the plan.

Maintaining sufficient cash and investments is essential to the long-term financial sustainability of Council. For this reason, cash flow will be a key measure monitored and reviewed throughout the life of the plan.

Office of Local Government performance measures

We've included graphs of key performance measures required by the Office of Local Government. These show trends over time and help provide context around Council's financial performance.

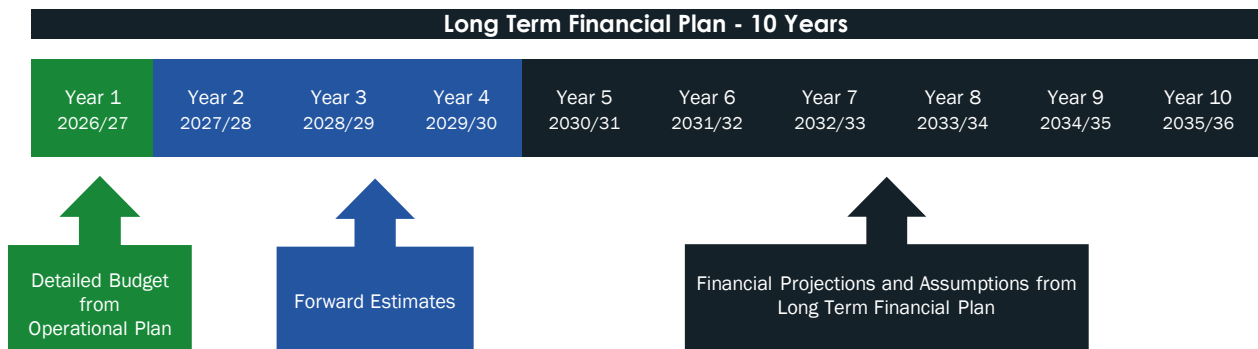


Figure 9. Long term financial plan – 10-year timeframe

City of Sydney
Income Statement

	\$'M	2026/27	2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total
Income from Continuing Operations													
Rates and annual charges		465.6	483.5	506.8	526.2	1,982.2	551.8	577.6	604.4	631.7	660.1	689.3	5,697.2
User charges and fees		154.4	157.8	162.5	168.0	642.7	173.1	178.3	183.9	189.4	195.1	200.9	1,763.4
Interest and investment income		35.2	28.6	23.3	17.1	104.3	12.3	9.9	8.6	7.3	7.4	6.9	156.8
Other revenues		138.4	135.2	128.4	133.1	535.2	136.8	139.8	144.6	152.1	152.9	158.5	1,419.8
Grants and contributions provided for capital purposes		94.0	103.4	68.3	72.0	337.7	73.0	73.7	76.9	78.1	81.3	82.5	803.3
Grants and contributions provided for operating purposes		18.0	17.6	17.5	17.8	71.0	18.2	18.6	19.1	19.6	20.1	20.6	187.3
Total Income from Continuing Operations		905.6	926.3	906.9	934.4	3,673.1	965.2	998.0	1,037.5	1,078.2	1,116.9	1,158.8	10,027.6
Expenses from Continuing Operations													
Employee benefits and on-costs		340.3	351.1	363.1	377.5	1,432.0	390.6	406.4	418.4	433.0	448.1	462.6	3,991.0
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		260.1	273.2	277.8	285.1	1,096.3	294.7	303.9	316.2	329.2	340.3	353.2	3,033.9
Depreciation, amortisation and impairment		132.8	131.0	129.5	130.2	523.4	136.0	140.3	140.8	146.1	151.4	159.6	1,397.7
Other expenses		76.7	72.7	75.5	76.5	301.4	78.5	80.6	82.8	85.1	89.4	92.7	810.5
Extraordinary Item (Expense)		0.0	0.0	184.8	0.0	184.8	0.0	0.0	0.0	0.0	0.0	0.0	184.8
Total Expenses from Continuing Operations		809.9	828.0	1,030.6	869.3	3,537.8	899.8	931.3	958.3	993.3	1,029.1	1,068.1	9,417.8
Net operating result for the year attributable to Council		95.7	98.3	(123.8)	65.1	135.3	65.3	66.7	79.2	84.9	87.8	90.6	609.9

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	2026/27	2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total
Operating Income													
Advertising income		20.9	21.5	22.2	22.8	87.4	23.5	24.2	25.0	25.7	26.5	27.3	239.6
Annual charges		77.1	80.0	87.6	90.8	335.6	94.2	97.6	101.2	105.0	108.8	112.9	955.3
Building & Development Application income		6.0	6.2	6.4	6.6	25.2	6.8	7.0	7.2	7.4	7.6	7.9	69.1
Building certificate		2.0	2.1	2.2	2.2	8.6	2.3	2.4	2.4	2.5	2.6	2.7	23.5
Child care fees		1.6	1.7	1.7	1.8	6.9	1.8	1.9	2.0	2.0	2.1	2.1	18.8
Commercial properties		80.8	75.6	66.9	69.4	292.6	71.1	72.2	74.9	80.3	78.9	82.3	752.2
Community properties		13.2	13.8	14.4	15.1	56.6	15.7	16.1	16.7	17.2	17.7	18.2	158.2
Enforcement income		43.1	44.4	45.8	47.1	180.5	48.5	50.0	51.5	53.0	54.6	56.3	494.5
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		12.1	12.9	12.6	12.8	50.3	13.0	13.3	13.6	13.9	14.2	14.6	132.8
Grants - Federal Financial Assistance Grants		6.3	5.2	5.3	5.5	22.3	5.7	5.8	6.0	6.2	6.4	6.6	59.0
Health related income		2.3	2.4	2.4	2.5	9.6	2.6	2.6	2.7	2.8	2.9	3.0	26.2
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		12.9	12.0	12.4	12.8	50.1	13.1	13.5	13.9	14.4	14.8	15.2	135.1
Other fees		6.7	6.9	7.1	7.3	27.9	7.5	7.7	8.0	8.2	8.4	8.7	76.5
Other income		0.3	0.4	0.4	0.4	1.4	0.4	0.4	0.4	0.4	0.4	0.5	4.0
Parking meter income		50.5	52.1	53.6	55.2	211.4	56.9	58.6	60.3	62.2	64.0	65.9	579.3
Parking station income		11.3	11.7	12.0	12.4	47.3	12.7	13.1	13.8	14.2	14.6	15.0	130.8
Private work income		8.1	8.3	8.6	8.8	33.7	9.1	9.3	9.6	9.9	10.2	10.5	92.4
Rates - business CBD		199.5	207.2	215.2	223.5	845.5	234.9	246.3	258.2	270.2	282.8	295.6	2,433.6
Rates - business other		81.7	84.9	88.1	91.5	346.3	96.2	100.9	105.7	110.7	115.8	121.1	996.6
Rates - residential		107.9	112.1	116.5	121.0	457.6	127.3	133.5	140.0	146.6	153.5	160.6	1,319.2
Sponsorship income		0.2	0.2	0.2	0.2	0.9	0.2	0.3	0.3	0.3	0.3	0.3	2.5
Venue / facility income		16.5	17.0	17.5	18.7	69.6	19.2	19.8	20.4	21.0	21.6	22.3	193.9
Work zone		13.4	13.9	14.3	14.7	56.3	15.1	15.6	16.1	16.5	17.0	17.5	154.2
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	18.8
Operating Income		776.4	794.2	815.2	845.2	3,231.0	879.9	914.4	952.0	992.8	1,028.2	1,069.3	9,067.6
Operating Expenditure													
Salaries and wages		269.6	279.7	289.5	300.6	1,139.3	311.0	321.8	333.1	344.7	356.8	368.3	3,175.1
Other employee related costs		2.0	2.0	2.1	2.2	8.3	2.2	2.3	2.4	2.4	2.5	2.6	22.7
Employee on-costs		8.8	9.3	9.6	9.9	37.6	10.3	10.6	11.0	11.4	11.8	12.2	104.9
Agency contract staff		13.0	11.1	11.3	12.2	47.7	12.7	15.3	13.6	14.1	14.6	15.1	133.3
Superannuation		35.1	36.7	38.0	39.4	149.2	40.8	42.2	43.7	45.2	46.8	48.3	416.1
Travelling		0.3	0.3	0.3	0.3	1.1	0.3	0.3	0.3	0.3	0.3	0.3	3.0
Workers compensation insurance		9.4	9.7	10.1	10.5	39.8	10.9	11.3	11.7	12.1	12.5	13.0	111.2
Fringe benefit tax		0.6	0.6	0.6	0.6	2.3	0.6	0.6	0.7	0.7	0.7	0.7	6.3
Training costs (excluding salaries)		1.6	1.6	1.7	1.7	6.7	1.8	1.8	1.9	2.0	2.0	2.1	18.2
Employee benefits and on-costs		340.3	351.1	363.1	377.5	1,432.0	390.6	406.4	418.4	433.0	448.1	462.6	3,991.0

City of Sydney

Detailed Income and Expenditure

	\$'M	2026/27	2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	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		4.8	4.4	4.3	4.2	17.7	4.3	4.4	4.5	4.7	4.8	5.0	45.4
Enforcement and infringement costs		7.6	7.9	8.1	8.3	31.9	8.6	8.8	9.1	9.4	9.7	10.0	87.5
Event related expenditure		14.9	15.4	15.5	15.9	61.7	16.4	16.9	17.4	18.0	18.5	19.0	168.0
Expenditure recovered		(5.7)	(5.6)	(5.5)	(5.6)	(22.4)	(5.8)	(6.1)	(6.3)	(6.5)	(6.7)	(7.0)	(60.9)
Facility management		13.7	14.1	14.5	14.9	57.1	15.4	15.8	16.3	16.8	17.3	17.8	156.6
General advertising		0.8	0.8	0.9	0.9	3.4	0.9	0.9	1.0	1.0	1.0	1.1	9.2
Governance		2.2	2.2	4.3	2.4	11.0	2.4	2.5	5.1	2.7	2.7	2.8	29.3
Government authority charges		10.0	10.3	10.6	10.9	41.8	11.3	11.6	11.9	12.3	12.7	13.0	114.6
Grants, sponsorships and donations		33.2	27.6	27.4	26.7	115.0	27.0	27.3	27.7	28.0	30.4	31.6	287.1
Infrastructure maintenance		69.8	73.9	74.5	77.1	295.2	79.9	82.3	84.9	87.8	90.8	94.5	815.6
Insurance		5.4	5.7	5.9	6.2	23.2	6.6	7.0	7.5	7.9	8.4	8.9	69.5
IT related expenditure		19.9	20.4	21.2	22.5	84.0	23.4	24.2	25.2	27.1	27.6	30.0	241.6
Legal fees		4.4	4.6	4.7	4.8	18.5	5.0	5.1	5.3	5.5	5.6	5.8	50.8
Operational contingencies		3.0	3.0	3.0	3.0	12.0	3.0	3.0	3.0	3.0	3.0	3.0	30.0
Other asset maintenance		3.5	3.6	3.7	3.9	14.8	4.0	4.1	4.2	4.3	4.5	4.6	40.5
Other operating expenditure		12.5	17.8	13.0	13.3	56.6	13.7	14.2	14.6	15.0	15.5	15.9	145.6
Postage and couriers		1.8	1.9	1.9	2.0	7.7	2.1	2.1	2.2	2.3	2.3	2.4	21.0
Printing and stationery		1.4	1.4	1.5	1.5	5.8	1.6	1.6	1.7	1.7	1.8	1.8	15.9
Project management and other project costs		1.3	1.3	1.4	1.4	5.3	1.4	1.5	1.5	1.6	1.6	1.7	14.6
Property related expenditure		40.7	40.4	40.0	41.2	162.3	42.4	43.7	45.0	47.2	48.9	50.3	439.7
Service contracts		28.8	29.7	34.2	35.4	128.1	36.7	38.0	39.4	41.5	43.1	44.5	371.3
Stores and materials		5.3	5.4	5.6	5.7	22.0	5.9	6.1	6.3	6.5	6.7	6.9	60.3
Surveys and studies		1.5	1.3	1.3	1.5	5.6	1.5	1.6	1.6	1.7	1.7	1.8	15.4
Telephone charges		2.8	2.9	3.0	3.1	11.7	3.2	3.2	3.3	3.4	3.5	3.7	32.1
Utilities		14.0	14.3	14.2	14.6	57.2	15.1	15.5	16.0	16.5	17.0	17.5	154.7
Vehicle maintenance		3.3	3.4	3.5	3.6	13.9	3.7	3.8	4.0	4.1	4.2	4.3	38.0
Waste disposal charges		27.9	28.9	31.5	32.7	121.0	33.9	35.2	36.5	37.8	39.3	40.7	344.3
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	18.8
Other Operating Expenditure		330.9	339.0	346.2	354.3	1,370.3	365.7	376.8	391.1	403.4	418.1	434.0	3,759.5
Operating Expenditure (excluding depreciation)		671.1	690.0	709.3	731.8	2,802.3	756.3	783.3	809.5	836.4	866.1	896.6	7,750.5
Operating Result (before depreciation, interest, capital related costs and income)		105.3	104.2	105.9	113.4	428.7	123.6	131.1	142.5	156.4	162.0	172.7	1,317.1

City of Sydney

Detailed Income and Expenditure

	\$'M	2026/27	2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total
Add Additional Income:													
Interest and investment income		35.2	28.6	23.3	17.1	104.3	12.3	9.9	8.6	7.3	7.4	6.9	156.8
Grants and contributions provided for capital purposes		94.0	103.4	68.3	72.0	337.7	73.0	73.7	76.9	78.1	81.3	82.5	803.3
Less Additional Expenses:													
Capital project related costs		6.0	6.9	7.1	7.3	27.4	7.5	7.7	7.9	10.9	11.6	11.9	84.9
Depreciation and amortisation expense		132.8	131.0	129.5	130.2	523.4	136.0	140.3	140.8	146.1	151.4	159.6	1,397.7
Impact of extraordinary items:													
Non-cash accounting adjustment		0.0	0.0	(184.8)	0.0	(184.8)	0.0	0.0	0.0	0.0	0.0	0.0	(184.8)
Net Operating Result for the year attributed to Council		95.7	98.3	(123.8)	65.1	135.3	65.3	66.7	79.2	84.9	87.8	90.6	609.9

City of Sydney

Operating Budget

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

	2026/27			2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total
	\$M	Income	Expenditure	Op Surplus / (Deficit)	Operating Surplus / (Deficit)			Operating Surplus / (Deficit)						Op Surplus / (Deficit)
Chief Executive Office	0.0	11.8	(11.8)	(12.2)	(14.6)	(12.9)	(51.5)	(13.3)	(13.7)	(16.6)	(14.5)	(15.0)	(15.4)	(140.0)
Office of the Lord Mayor	0.0	4.7	(4.7)	(4.9)	(5.0)	(5.2)	(19.8)	(5.3)	(5.5)	(5.6)	(5.8)	(6.0)	(6.2)	(54.2)
Secretariat	0.0	2.1	(2.1)	(2.2)	(2.3)	(2.3)	(8.9)	(2.4)	(2.5)	(2.6)	(2.7)	(2.8)	(2.8)	(24.4)
Councillor Support	0.0	3.2	(3.2)	(3.3)	(3.4)	(3.5)	(13.3)	(3.6)	(3.7)	(3.8)	(3.9)	(4.0)	(4.2)	(36.5)
Chief Executive Office	0.0	1.8	(1.8)	(1.8)	(1.9)	(1.9)	(7.4)	(2.0)	(2.1)	(2.1)	(2.2)	(2.2)	(2.3)	(20.3)
Council Elections	0.0	0.0	(0.0)	(0.0)	(2.0)	(0.0)	(2.0)	(0.0)	(0.0)	(2.5)	(0.0)	(0.0)	(0.0)	(4.6)
Legal & Governance	0.0	13.9	(13.9)	(14.4)	(14.9)	(15.5)	(58.7)	(16.0)	(16.6)	(17.2)	(17.8)	(18.5)	(19.2)	(164.0)
Risk Management & Governance	0.0	4.8	(4.8)	(5.0)	(5.3)	(5.5)	(20.7)	(5.8)	(6.1)	(6.3)	(6.6)	(7.0)	(7.3)	(59.8)
Legal Services	0.0	8.2	(8.2)	(8.5)	(8.7)	(9.0)	(34.4)	(9.2)	(9.5)	(9.8)	(10.1)	(10.4)	(10.7)	(94.1)
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)
Chief Operations Office	96.3	91.4	4.9	(6.1)	(8.3)	(7.5)	(17.0)	(8.0)	(9.4)	(9.2)	(6.3)	(10.4)	(9.7)	(70.0)
Chief Operations Office	0.0	0.8	(0.8)	(0.9)	(0.9)	(0.9)	(3.5)	(0.9)	(1.0)	(1.0)	(1.0)	(1.1)	(1.1)	(9.6)
Property Services	96.2	70.1	26.1	17.0	14.0	15.1	72.3	15.2	14.5	15.4	19.0	15.6	17.0	169.0
Project Development and Delivery	0.0	3.6	(3.6)	(5.0)	(3.7)	(3.5)	(15.8)	(3.6)	(3.7)	(3.9)	(4.0)	(4.1)	(4.2)	(39.3)
Professional Services	0.0	5.6	(5.6)	(5.8)	(5.9)	(6.0)	(23.2)	(6.1)	(6.3)	(6.4)	(6.6)	(6.7)	(6.9)	(62.3)
City Design	0.0	6.3	(6.3)	(6.5)	(6.7)	(6.9)	(26.5)	(7.1)	(7.3)	(7.5)	(7.8)	(8.0)	(8.2)	(72.5)
Green Square	0.0	0.7	(0.7)	(0.8)	(0.8)	(0.8)	(3.1)	(0.8)	(0.8)	(0.9)	(0.9)	(0.9)	(0.9)	(8.4)
City Access & Transport	0.1	3.8	(3.7)	(3.8)	(3.9)	(4.0)	(15.4)	(4.2)	(4.3)	(4.4)	(4.5)	(4.7)	(4.8)	(42.3)
Project Management Office	0.0	0.4	(0.4)	(0.4)	(0.4)	(0.4)	(1.7)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(4.7)
People Performance & Technology	4.0	64.8	(60.8)	(62.9)	(65.0)	(67.6)	(256.3)	(69.9)	(72.1)	(74.6)	(77.4)	(79.8)	(82.2)	(712.3)
Customer Service	3.9	8.9	(5.0)	(5.2)	(5.3)	(5.5)	(20.9)	(5.6)	(5.8)	(6.0)	(6.2)	(6.4)	(6.6)	(57.5)
People & Culture	0.0	10.4	(10.4)	(10.5)	(10.8)	(11.1)	(42.8)	(11.5)	(11.8)	(12.2)	(12.5)	(12.9)	(13.3)	(116.9)
Work Health & Safety	0.0	3.2	(3.2)	(3.5)	(3.6)	(3.7)	(13.9)	(3.8)	(3.9)	(4.0)	(4.1)	(4.3)	(4.4)	(38.4)
People Performance & Technology	0.0	0.9	(0.9)	(0.9)	(1.0)	(1.0)	(3.8)	(1.0)	(1.0)	(1.1)	(1.1)	(1.2)	(1.2)	(10.4)
Business & Service Improvement	0.0	1.3	(1.3)	(1.3)	(1.4)	(1.4)	(5.4)	(1.5)	(1.5)	(1.5)	(1.6)	(1.6)	(1.7)	(14.8)
Digital & Information Services	0.0	40.1	(40.0)	(41.5)	(43.0)	(44.9)	(169.4)	(46.5)	(48.1)	(49.8)	(51.9)	(53.5)	(55.1)	(474.4)
City Life	26.3	119.0	(92.8)	(88.9)	(89.6)	(90.5)	(361.8)	(92.8)	(95.1)	(97.6)	(100.0)	(104.6)	(108.2)	(960.0)
Creative City	1.2	39.0	(37.8)	(38.9)	(39.3)	(40.3)	(156.3)	(41.5)	(42.8)	(44.1)	(45.4)	(46.8)	(48.2)	(425.1)
Grants	0.1	33.0	(32.8)	(27.3)	(27.2)	(26.5)	(113.8)	(26.8)	(27.2)	(27.6)	(28.0)	(30.3)	(31.7)	(285.4)
Venue Management	15.2	12.7	2.4	2.5	2.7	2.7	10.4	2.8	2.9	2.9	3.0	3.1	3.2	28.2
Social City	9.7	25.6	(15.9)	(16.2)	(16.7)	(17.2)	(66.0)	(17.7)	(18.2)	(18.7)	(19.2)	(19.8)	(20.4)	(179.9)
City Economy & Safety	0.0	3.9	(3.9)	(3.8)	(3.9)	(3.8)	(15.3)	(3.9)	(4.0)	(4.1)	(4.3)	(4.4)	(4.5)	(40.6)
City Life Management	0.0	2.4	(2.4)	(2.5)	(2.5)	(2.6)	(10.0)	(2.7)	(2.8)	(2.9)	(2.9)	(3.0)	(3.1)	(27.5)
Sustainable & Resilient City	0.1	2.5	(2.4)	(2.7)	(2.8)	(2.8)	(10.7)	(2.9)	(3.0)	(3.1)	(3.2)	(3.3)	(3.4)	(29.7)
Strategic Development & Engagement	0.7	24.7	(24.0)	(22.5)	(23.1)	(23.9)	(93.4)	(24.6)	(27.6)	(26.2)	(27.0)	(27.9)	(28.7)	(255.5)
City Communications	0.0	10.6	(10.6)	(10.9)	(11.2)	(11.6)	(44.3)	(11.9)	(12.3)	(12.6)	(13.0)	(13.4)	(13.8)	(121.4)
Strategy & Urban Analytics	0.0	6.5	(6.5)	(4.5)	(4.4)	(4.7)	(20.0)	(4.8)	(7.2)	(5.2)	(5.3)	(5.5)	(5.7)	(53.7)
Resilient Sydney	0.7	1.3	(0.6)	(0.6)	(0.7)	(0.7)	(2.5)	(0.7)	(0.8)	(0.8)	(0.9)	(0.9)	(1.0)	(7.7)
City Engagement	0.0	2.4	(2.4)	(2.5)	(2.6)	(2.7)	(10.2)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(3.2)	(28.0)

City of Sydney

Operating Budget

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

	2026/27				2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total
	\$M	Income	Expenditure	Op Surplus / (Deficit)	Operating Surplus / (Deficit)			Op Surplus / (Deficit)	Operating Surplus / (Deficit)						Op Surplus / (Deficit)
Sustainability & Resilience		0.0	1.9	(1.9)	(2.0)	(2.0)	(2.1)	(8.0)	(2.2)	(2.2)	(2.3)	(2.4)	(2.4)	(2.5)	(22.0)
First Nations Leadership		0.0	1.5	(1.5)	(1.5)	(1.6)	(1.6)	(6.1)	(1.6)	(1.7)	(1.7)	(1.8)	(1.9)	(1.9)	(16.8)
Strategic Development & Engagement		0.0	0.5	(0.5)	(0.5)	(0.5)	(0.6)	(2.2)	(0.6)	(0.6)	(0.6)	(0.6)	(0.7)	(0.7)	(5.9)
Corporate Costs		473.0	18.6	454.4	467.7	487.5	503.1	1,912.7	526.3	549.6	573.7	595.7	620.8	644.5	5,423.3
Finance and Procurement		0.7	14.5	(13.7)	(13.9)	(14.3)	(14.7)	(56.7)	(15.1)	(15.6)	(16.1)	(16.5)	(17.0)	(17.2)	(154.3)
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	1.5	(1.5)	(1.5)	(1.6)	(1.6)	(6.2)	(1.7)	(1.7)	(1.8)	(1.8)	(1.9)	(1.9)	(16.9)
Financial Planning & Reporting		0.0	4.1	(4.1)	(4.3)	(4.4)	(4.5)	(17.3)	(4.7)	(4.8)	(4.9)	(5.1)	(5.2)	(5.4)	(47.4)
Revenue and Payments		0.7	3.7	(3.0)	(2.9)	(3.0)	(3.1)	(12.0)	(3.2)	(3.3)	(3.4)	(3.5)	(3.6)	(3.7)	(32.5)
Procurement		0.0	3.8	(3.8)	(3.8)	(3.9)	(4.0)	(15.4)	(4.1)	(4.2)	(4.3)	(4.5)	(4.6)	(4.4)	(41.5)
City Services		154.1	265.8	(111.7)	(115.6)	(123.9)	(128.4)	(479.6)	(133.3)	(137.8)	(142.3)	(147.2)	(152.4)	(156.9)	(1,349.4)
Security & Emergency Management		0.0	7.0	(7.0)	(7.2)	(7.4)	(7.6)	(29.2)	(7.9)	(8.1)	(8.4)	(8.6)	(8.9)	(9.1)	(80.2)
City Rangers		42.7	29.5	13.2	13.5	13.8	14.2	54.7	14.6	15.1	15.5	15.9	16.4	16.9	149.1
Parking Fleet and Depot Services		62.0	20.2	41.8	43.0	44.3	45.6	174.6	47.0	48.4	50.1	51.6	53.1	54.7	479.5
City Greening & Leisure		3.8	57.4	(53.6)	(54.8)	(56.4)	(58.1)	(222.9)	(60.3)	(62.1)	(64.1)	(66.1)	(68.2)	(69.6)	(613.4)
City Services Management		0.0	1.0	(1.0)	(1.0)	(1.0)	(1.0)	(4.0)	(1.1)	(1.1)	(1.1)	(1.2)	(1.2)	(1.2)	(11.0)
Infrastructure Services		45.2	60.4	(15.2)	(16.2)	(17.0)	(17.8)	(66.2)	(18.4)	(18.9)	(19.5)	(20.0)	(20.7)	(21.3)	(184.9)
City Cleansing & Resource Recovery		0.4	90.3	(89.9)	(92.9)	(100.2)	(103.7)	(386.7)	(107.3)	(111.0)	(114.8)	(118.8)	(122.9)	(127.2)	(1,088.6)
City Planning Development & Transport		21.4	46.6	(25.3)	(27.1)	(27.9)	(28.8)	(109.1)	(29.6)	(30.5)	(31.4)	(32.3)	(33.3)	(34.3)	(300.5)
Health & Building		2.9	16.7	(13.8)	(14.2)	(14.6)	(15.1)	(57.8)	(15.5)	(16.0)	(16.5)	(17.0)	(17.5)	(18.0)	(158.2)
Construction & Building Certification Services		11.8	3.6	8.2	7.3	7.5	7.7	30.6	7.9	8.2	8.4	8.7	8.9	9.2	82.0
Planning Assessments		6.1	19.8	(13.8)	(14.1)	(14.5)	(14.9)	(57.3)	(15.4)	(15.8)	(16.3)	(16.8)	(17.3)	(17.8)	(156.7)
Strategic Planning & Urban Design		0.6	6.5	(5.9)	(6.1)	(6.3)	(6.4)	(24.7)	(6.6)	(6.8)	(7.0)	(7.3)	(7.5)	(7.7)	(67.6)
Council		776.4	671.1	105.3	104.2	105.9	113.4	428.7	123.6	131.1	142.5	156.4	162.0	172.7	1,317.1

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 2026/27) to better reflect the allocation of Council funds towards these major directions.

	2026/27				2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	Income	Expenditure	Op surplus / (deficit)	Capital	Operating surplus / (deficit)								
Responsible governance and stewardship	568.3	216.5	351.8	61.2	356.5	367.1	381.3	400.1	418.2	436.0	458.9	475.9	496.4
A leading environmental performer	1.2	107.8	(106.6)	32.6	(110.3)	(118.2)	(122.2)	(126.3)	(130.6)	(135.0)	(139.5)	(144.3)	(149.2)
Public places for all	48.8	110.6	(61.8)	122.7	(63.7)	(65.9)	(68.2)	(70.7)	(72.9)	(75.2)	(77.4)	(80.0)	(81.7)
Design excellence and sustainable development	21.4	54.5	(33.1)		(36.4)	(36.0)	(36.7)	(37.8)	(38.9)	(40.0)	(41.2)	(42.4)	(43.6)
A city for walking, cycling and public transport	64.7	16.2	48.5	40.3	49.9	51.4	53.0	54.6	56.2	58.1	59.9	61.7	63.5
An equitable and inclusive city	7.9	52.6	(44.6)	1.3	(45.0)	(45.7)	(47.1)	(48.4)	(49.7)	(51.2)	(52.6)	(54.1)	(55.6)
Resilient and diverse communities	60.4	60.1	0.3	8.8	0.2	0.1	0.0	(0.0)	(0.1)	(0.2)	(0.2)	(0.3)	(0.4)
A thriving cultural and creative life	3.5	15.6	(12.1)	6.3	(11.2)	(11.1)	(11.2)	(11.4)	(11.5)	(11.7)	(11.8)	(12.0)	(12.2)
A transformed and innovative economy	0.2	31.8	(31.7)	0.0	(30.4)	(30.4)	(31.0)	(31.9)	(35.1)	(33.8)	(34.8)	(35.8)	(36.8)
Housing for all	0.0	5.4	(5.4)		(5.5)	(5.5)	(4.5)	(4.6)	(4.6)	(4.6)	(4.7)	(6.7)	(7.7)
Council	776.4	671.1	105.3	273.2	104.2	105.9	113.4	123.6	131.1	142.5	156.4	162.0	172.7

City of Sydney
Balance Sheet

	\$'M	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
ASSETS											
Current Assets											
Cash and Investments		656.0	597.9	490.0	356.7	267.5	258.1	251.5	262.3	260.1	230.3
Receivables		97.6	97.6	97.3	98.4	99.3	100.2	101.3	102.6	103.3	104.5
Contract and Contract Cost Assets		17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6
Inventory		0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Other Assets		11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7
Total Current Assets		783.3	725.2	617.0	484.8	396.5	387.9	382.4	394.6	393.1	364.5
Non Current Assets											
Capital Works, Infrastructure, Investment Properties and P&A		16,467.7	16,613.8	16,605.4	16,811.1	16,959.9	17,025.2	17,110.0	17,203.1	17,293.8	17,415.9
Total Non-Current Assets		16,467.7	16,613.8	16,605.4	16,811.1	16,959.9	17,025.2	17,110.0	17,203.1	17,293.8	17,415.9
TOTAL ASSETS		17,250.9	17,339.0	17,222.3	17,295.8	17,356.4	17,413.1	17,492.5	17,597.7	17,686.8	17,780.4
LIABILITIES											
Current Liabilities											
Payables		143.5	145.2	149.9	153.8	145.8	132.0	130.2	148.4	147.5	147.9
Provisions		166.7	154.8	157.2	161.8	165.0	168.8	170.7	172.8	175.1	177.6
Total Current Liabilities		310.2	300.0	307.1	315.5	310.8	300.7	300.9	321.2	322.6	325.5
Non Current Liabilities											
Provisions		35.1	35.1	35.1	35.1	35.1	35.1	35.1	35.1	35.1	35.1
Total Non-Current Liabilities		35.1	35.1	35.1	35.1	35.1	35.1	35.1	35.1	35.1	35.1
TOTAL LIABILITIES		345.3	335.1	342.2	350.6	345.9	335.8	336.0	356.3	357.7	360.6
EQUITY											
Equity		16,905.6	17,003.9	16,880.1	16,945.2	17,010.5	17,077.3	17,156.5	17,241.4	17,329.2	17,419.8
TOTAL EQUITY		16,905.6	17,003.9	16,880.1	16,945.2	17,010.5	17,077.3	17,156.5	17,241.4	17,329.2	17,419.8

City of Sydney
Capital Works Expenditure Summary

\$'M	Prior Years Total	2026/27	2027/28	2028/29	2029/30	4 Years Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total	Total Project Budget
Asset Enhancement														
Bicycle Related Works	62.6	20.1	8.2	5.9	5.5	39.8	3.0	1.6	1.5	2.2	2.8	3.0	53.9	116.5
Green Infrastructure	19.1	6.5	4.5	3.2	4.5	18.7	0.6	0.7	1.8	1.9	0.6	0.6	24.9	44.0
Open Space & Parks	90.1	7.3	10.2	41.2	46.9	105.5	45.7	19.5	4.0	10.6	14.4	12.3	212.2	302.3
Properties - Community, Cultural and Recreational	76.1	9.3	15.5	0.5	0.5	25.8	2.5	2.0	7.5	11.0	15.4	13.5	77.7	153.8
Properties - Investment and Operational	2.4	3.0	3.0	2.8	3.0	11.7	3.0	3.0	9.0	8.0	8.0	8.0	50.7	53.1
Public Art	7.5	2.1	3.4	1.7	2.1	9.2	1.7	2.0	1.0	1.9	1.7	1.8	19.1	26.7
Public Domain	183.7	41.9	60.7	84.9	63.9	251.3	30.5	6.7	6.1	13.5	19.9	17.1	345.1	528.8
Stormwater Drainage	4.6	4.7	3.7	3.9	3.8	16.1	3.5	3.1	3.6	2.0	2.0	2.0	32.3	36.9
Asset Enhancement Projects Total	446.2	94.8	109.2	144.0	130.1	478.1	90.6	38.6	34.5	51.1	64.7	58.3	815.9	1,262.1
Asset Renewal (Rolling Programs)														
Infrastructure - Roads Bridges Footways		25.4	24.2	22.1	19.4	91.1	19.5	18.2	17.3	24.8	25.8	26.8	223.5	223.5
Open Space & Parks		46.3	43.7	39.3	37.6	166.9	29.1	23.0	23.7	46.0	38.9	34.8	362.4	362.4
Properties Assets		55.0	47.9	47.4	84.4	234.8	87.7	54.0	46.0	54.0	47.6	37.8	561.8	561.8
Public Art		2.6	0.8	0.7	0.5	4.6	0.6	0.4	0.6	0.4	0.8	0.7	8.0	8.0
Public Domain		35.5	42.0	28.3	21.9	127.7	14.4	14.3	11.7	16.2	12.4	11.9	208.5	208.5
Stormwater Drainage		5.6	7.0	7.1	7.1	26.8	7.0	7.0	7.0	9.9	9.9	10.2	78.0	78.0
Asset Renewal Programs Total		170.4	165.6	144.8	171.0	651.8	158.4	116.9	106.3	151.3	135.4	122.2	1,442.3	1,442.3
Capital Works Contingency		8.0				8.0							8.0	8.0
TOTAL CAPITAL WORKS	446.2	273.2	274.7	288.8	301.1	1,137.9	249.0	155.6	140.8	202.4	200.1	180.5	2,266.2	2,712.4

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

City of Sydney
Capital Works Individual Projects > \$5M

\$M		Prior Years Total	2026/27	2027/28	2028/29	2029/30	4 Years Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total	Total Project Budget
Project Name	Project Group														
Huntley Street Recreation Centre - Development	Properties - Community, Cultural and Recreational - Asset Enhancement	25.8	6.8	0.0	0.0	0.0	6.8	0.0	0.0	0.0	0.0	0.0	0.0	6.8	32.6
Waterloo Estate Community Facilities	Properties - Community, Cultural and Recreational - Asset Enhancement	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.5	3.0	3.0	3.0	0.3	10.0	10.0
Oxford street west and Liverpool Street Cycleway	Bicycle Related Works - Asset Enhancement	18.2	0.5	0.0	0.0	0.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.5	18.7
Castlereagh Street Cycleway - North	Bicycle Related Works - Asset Enhancement	19.2	1.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	20.2
Primrose Avenue Quietway	Bicycle Related Works - Asset Enhancement	4.5	3.4	0.3	0.0	0.0	3.7	0.0	0.0	0.0	0.0	0.0	0.0	3.7	8.1
ODEA Avenue Cycleway	Bicycle Related Works - Asset Enhancement	0.8	4.2	0.0	0.0	0.0	4.2	0.0	0.0	0.0	0.0	0.0	0.0	4.2	5.0
Surry Hills to Central Cycleway	Bicycle Related Works - Asset Enhancement	0.9	2.6	1.6	0.0	0.0	4.2	0.0	0.0	0.0	0.0	0.0	0.0	4.2	5.1
City South Bike Network Link - Ultimo Rd and Campbell St	Bicycle Related Works - Asset Enhancement	2.1	3.5	2.0	1.0	0.0	6.5	0.0	0.0	0.0	0.0	0.0	0.0	6.5	8.6
South Eveleigh to Waterloo Metro Cycleway	Bicycle Related Works - Asset Enhancement	0.2	0.2	0.2	0.9	2.5	3.8	1.0	0.0	0.0	0.0	0.0	0.0	4.8	5.0
Maddox Street Cycleway Link, Alexandria	Bicycle Related Works - Asset Enhancement	0.0	0.2	0.5	3.4	2.0	6.1	0.0	0.0	0.0	0.0	0.0	0.0	6.1	6.1
Belmore Park	Open Space & Parks - Asset Renewal	0.5	2.4	6.5	5.7	3.7	18.3	0.0	0.0	0.0	0.0	0.0	0.0	18.3	18.9
Open Space Renewal - Hyde Park Lighting	Open Space & Parks - Asset Renewal	23.0	3.9	0.0	0.0	0.0	3.9	0.0	0.0	0.0	0.0	0.0	0.0	3.9	26.9
Parks General - Harry Noble Reserve	Open Space & Parks - Asset Renewal	1.1	4.9	0.0	0.0	0.0	4.9	0.0	0.0	0.0	0.0	0.0	0.0	4.9	6.0
Alexandria Park	Open Space & Parks - Asset Renewal	0.8	1.1	4.5	4.6	1.1	11.2	1.2	0.0	0.1	1.6	0.0	0.0	14.1	14.9
Redfern Community Centre - Open Space	Open Space & Parks - Asset Renewal	0.6	3.4	3.9	0.0	0.0	7.3	0.0	0.0	0.0	0.0	0.0	0.0	7.3	7.9
Ward Park	Open Space & Parks - Asset Renewal	0.6	4.2	1.2	0.4	0.0	5.9	0.0	0.0	0.0	0.0	0.0	0.0	5.9	6.4
Green Park	Open Space & Parks - Asset Renewal	0.7	3.8	0.5	0.0	0.0	4.3	0.0	0.0	0.0	0.0	0.0	0.0	4.3	5.0
Waterloo Oval and Park - Renewal	Open Space & Parks - Asset Renewal	0.2	0.3	1.1	3.0	8.0	12.3	2.0	0.0	0.0	0.0	0.0	0.0	14.3	14.5
Mount Carmel Park - Park Renewal	Open Space & Parks - Asset Renewal	0.0	0.4	0.4	1.9	2.3	4.9	2.3	0.4	0.0	0.0	0.0	0.0	7.6	7.6
Fitzroy Gardens Elizabeth Bay - Major Renewal Works	Open Space & Parks - Asset Renewal	0.1	1.0	3.7	2.8	1.4	8.9	0.0	0.0	0.0	0.0	0.0	0.0	8.9	9.0
South Sydney Rotary Park 1 2 and 3 - Major Renewal Works	Open Space & Parks - Asset Renewal	0.0	0.0	0.1	0.2	0.5	0.7	5.4	0.0	0.0	0.0	0.0	0.0	6.1	6.1
Wentworth Park - Major Renewal Works	Open Space & Parks - Asset Renewal	0.0	0.0	0.0	0.0	0.1	0.1	0.2	2.1	0.5	4.0	0.0	0.0	6.9	6.9
Erskineville Park Oval surround and sandstone walls- Renewal	Open Space & Parks - Asset Renewal	0.0	0.0	0.0	0.0	0.0	0.0	0.6	1.4	1.7	1.9	0.0	0.0	5.5	5.5

City of Sydney
Capital Works Individual Projects > \$5M

\$M		Prior Years Total	2026/27	2027/28	2028/29	2029/30	4 Years Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total	Total Project Budaet
Project Name	Project Group														
McElhone Stairs Pedestrian Lift	Public Domain - Asset Renewal	0.0	0.1	0.4	2.0	2.0	4.5	0.5	0.0	0.0	0.0	0.0	0.0	5.0	5.0
Cathedral Square - Civic Space Renewal	Public Domain - Asset Renewal	0.0	0.0	0.0	0.2	0.3	0.5	2.6	2.7	0.3	0.0	0.0	0.0	6.0	6.0
Customs House - Facade Upgrade stage 2	Properties Assets - Asset Renewal	0.7	0.0	0.0	0.0	0.0	0.0	0.2	4.0	3.4	1.3	0.0	0.0	8.8	9.6
Sydney Park Brick Kilns - Renewal Works	Properties Assets - Asset Renewal	15.9	15.5	6.3	0.0	0.0	21.8	0.0	0.0	0.0	0.0	0.0	0.0	21.8	37.7
Goulburn St Parking Station - Whole of structure remediation	Properties Assets - Asset Renewal	1.6	2.9	5.0	0.5	0.5	8.9	3.0	5.0	2.0	2.0	2.0	1.5	24.4	26.0
Bay Street East - Depot Redevelopment	Properties Assets - Asset Renewal	3.6	2.6	6.9	15.9	35.9	61.4	35.5	3.0	0.0	0.0	0.0	0.0	99.9	103.5
343 George St - Level 6-10 Base Building Renewal	Properties Assets - Asset Renewal	7.6	9.4	9.1	1.2	0.6	20.3	0.6	0.6	0.6	0.6	0.0	0.0	22.7	30.3
Paddington Town Hall - Major Renewal	Properties Assets - Asset Renewal	1.0	0.0	1.5	6.0	17.5	25.0	17.5	1.5	0.0	0.0	0.0	0.0	44.0	45.0
Customs House - Major Renewal	Properties Assets - Asset Renewal	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.5	4.5	4.0	10.0	10.0
Surry Hills Library - Major Renewal incl Façade	Properties Assets - Asset Renewal	0.0	0.0	0.0	0.0	0.3	0.3	0.5	2.5	1.5	0.3	0.0	0.0	5.0	5.0
Glebe Point Road Community Facilities Precinct/Major Renewal	Properties Assets - Asset Renewal	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	14.0	10.0	0.0	25.0	25.0
Cook and Phillip Park Pool (Whole of Building)-Major Renewal	Properties Assets - Asset Renewal	0.0	0.2	0.3	2.6	10.0	13.0	2.0	0.0	0.0	0.0	0.0	0.0	15.0	15.0
Victoria Park Pool (Whole of Building) - Major Renewal	Properties Assets - Asset Renewal	0.0	0.0	0.0	0.0	0.2	0.2	0.3	2.6	10.0	2.0	0.0	0.0	15.0	15.0
Erskineville Oval Grandstand & Amenities upgrade	Properties Assets - Asset Renewal	0.0	0.0	0.0	0.0	0.0	0.0	5.0	10.0	0.0	0.0	0.0	0.0	15.0	15.0
Surry Hills Library - 20 Year Renewal (Façade + Interiors)	Properties Assets - Asset Renewal	0.0	0.0	0.0	0.0	0.3	0.3	0.5	5.0	3.8	0.5	0.0	0.0	10.0	10.0

City of Sydney
Cash Flow Forecast

	\$M	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Cash from operations											
Rates and annual charges		466.3	484.2	507.5	527.0	552.6	578.4	605.2	632.5	661.0	690.1
Other operating income *		308.5	308.3	306.0	316.4	325.5	334.1	344.9	358.3	365.1	377.0
Operating Income		774.8	792.5	813.5	843.4	878.1	912.5	950.1	990.8	1,026.1	1,067.2
Employee benefits and on-costs		(340.3)	(351.1)	(363.1)	(377.5)	(390.6)	(406.4)	(418.4)	(433.0)	(448.1)	(462.6)
Other operating expenditure *		(329.2)	(337.3)	(344.5)	(352.5)	(363.9)	(374.9)	(389.2)	(401.4)	(416.0)	(431.8)
Operating Expenditure		(669.5)	(688.3)	(707.6)	(730.0)	(754.4)	(781.4)	(807.5)	(834.4)	(864.1)	(894.4)
Operating Surplus		105.3	104.2	105.9	113.4	123.6	131.1	142.5	156.4	162.0	172.7
Other Non Operating:											
Interest and investment income		35.2	28.6	23.3	17.1	12.3	9.9	8.6	7.3	7.4	6.9
Grants and contributions provided for capital purposes		94.0	103.4	68.3	72.0	73.0	73.7	76.9	78.1	81.3	82.5
Capital project related costs **		(6.0)	(6.9)	(7.1)	(7.3)	(7.5)	(7.7)	(7.9)	(10.9)	(11.6)	(11.9)
Depreciation and amortisation expense		(132.8)	(131.0)	(129.5)	(130.2)	(136.0)	(140.3)	(140.8)	(146.1)	(151.4)	(159.6)
Net Surplus/(Deficit)		95.7	98.3	61.0	65.1	65.3	66.7	79.2	84.9	87.8	90.6
Add Back:											
Depreciation and amortisation expense		132.8	131.0	129.5	130.2	136.0	140.3	140.8	146.1	151.4	159.6
Non-cash asset adjustments		0.0	0.9	1.1	1.3	1.5	1.7	1.9	4.9	5.6	5.9
Cash Surplus before Capital Expenditure		228.5	230.2	191.6	196.5	202.9	208.8	222.0	235.9	244.8	256.2
Capital Expenditure											
Capital works		(273.2)	(274.7)	(288.8)	(301.1)	(249.0)	(155.6)	(140.8)	(202.4)	(200.1)	(180.5)
Plant and asset acquisitions (net of disposals)		(18.0)	(19.2)	(18.5)	(16.7)	(18.5)	(37.8)	(31.3)	(39.5)	(19.6)	(22.2)
Capital works - Technology and Digital Services		(25.5)	(21.9)	(24.2)	(21.5)	(19.5)	(13.9)	(9.4)	(9.1)	(10.0)	(10.0)
Property (acquisitions) / divestments		(46.4)	37.7	24.7	2.2	0.7	0.0	(46.0)	7.0	(18.0)	(75.0)
Total Capital Expenditure		(363.1)	(278.2)	(306.8)	(337.2)	(286.4)	(207.3)	(227.6)	(244.0)	(247.7)	(287.7)
Net Receivables/Payables Movement		(10.4)	(10.2)	7.3	7.4	(5.7)	(10.9)	(0.9)	19.0	0.7	1.7
Cash Surplus/(Deficit)		(145.0)	(58.1)	(108.0)	(133.2)	(89.2)	(9.4)	(6.6)	10.8	(2.2)	(29.8)
Total Cash at Beginning of Period		801.0	656.0	597.9	490.0	356.7	267.5	258.1	251.5	262.3	260.1
Cash Surplus/(Deficit)		(145.0)	(58.1)	(108.0)	(133.2)	(89.2)	(9.4)	(6.6)	10.8	(2.2)	(29.8)
Total Cash at End of Period		656.0	597.9	490.0	356.7	267.5	258.1	251.5	262.3	260.1	230.3

* 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

City of Sydney

Plant and Asset acquisitions, disposals and Capital Works (Digital and Information 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 - 2026/27

	2026/27			Four years expenditure to 2029/30	Ten years expenditure to 2035/36
	Acquisitions	Disposals	Net Budget		
\$M					
Books & Library Resources	0.8	0.0	0.8		
Information Technology (Equipment)	2.6	0.0	2.6		
Vehicles and Plant	6.7	(1.0)	5.7		
Equipment, Furniture & Fittings and Miscellaneous	8.7	0.0	8.7		
Plant and asset acquisitions (net of disposals)	19.0	(1.0)	18.0	72.5	241.4
Capital Works (Digital and Information Services)	25.5	0.0	25.5	93.1	165.2

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 2026/27 from Parking Stations and \$130.8M 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.

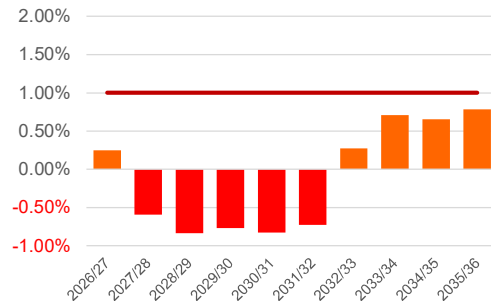
City of Sydney

OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS

The City's performance against the Office of Local Government's required performance measures is outlined below. The charts show past results and future projections based on the Long Term Financial Plan, asset maintenance and renewal needs per the Asset Management Plan, and the infrastructure backlog. Benchmarks are shown as red lines on each chart. The calculation methods set by the NSW Office of Local Government are included.

Sustainability Indicators

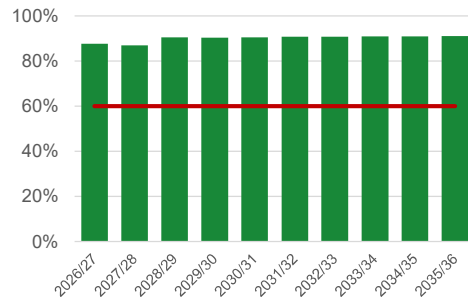
Operating Performance Ratio



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

The primary driver for the projected negative operating performance ratio result is a decline in several recurring revenue streams, including parking and enforcement income, hoarding and work zone fees, operating grants, and commercial property income associated with the Town Hall Square redevelopment. Expenditure does not decline at the same rate, reflecting the City's decision to maintain service levels while continuing to progress key strategic priorities.

Own Source Revenue



Total continuing operating revenue (excluding all grants and contributions)

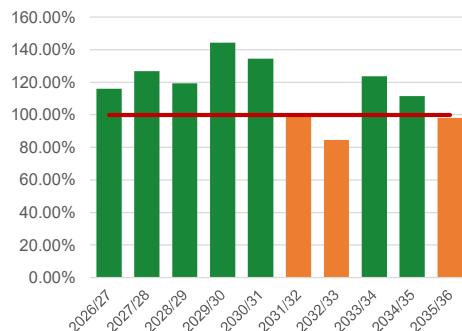
Total Operating Revenue

(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, 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

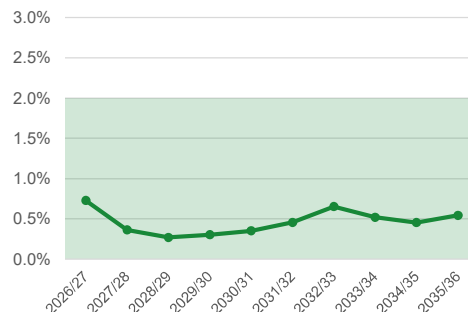
Required Renewal* of Building and Infrastructure Assets

The City's projected Asset Renewal Ratio is based on renewal requirements* identified in its Asset Management Plan, aligning investment with asset condition and lifecycle needs rather than relying solely on depreciation.

Renewal investment is expected to be at or near benchmark levels over the ten-year Long Term Financial Plan, with higher activity in the early years driven by strategic upgrades and end-of-life asset renewals. Lower ratios in later years reflect the non-linear timing of renewal works following periods of elevated investment and are not expected to adversely impact asset condition.

Infrastructure and Service Management Indicators

Infrastructure Backlog Ratio



Estimated Costs to Bring Assets to a Satisfactory Standard

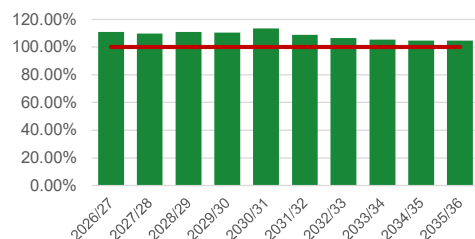
Written Down Value of Infrastructure

(incl roads and drainage assets), **Building, Other Structures and Depreciable Land Improvements Assets**

The City expects the Infrastructure Backlog Ratio to improve over time as targeted renewal works identified in the City's asset management plans are delivered. The City holds the view that the vast majority of its buildings and infrastructure are currently maintained at or above a satisfactory standard, and that the reported backlog reflects only those assets assessed as being below that threshold. Continued investment in planned renewal works, supported by regular condition assessments, will help ensure backlog levels remain appropriate, renewal priorities are well informed, and the City's infrastructure continues to support service delivery outcomes into the future.

Infrastructure and Service Management Indicators (continued)

Asset Maintenance Ratio



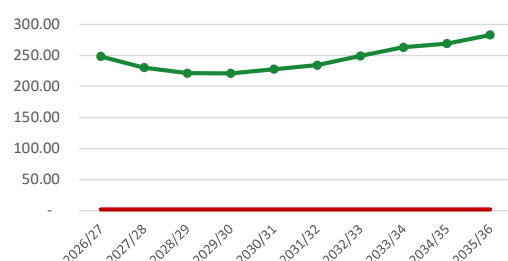
Actual Asset Maintenance

Required Asset Maintenance

Consistent with the City's Asset Management Plan, asset maintenance expenditure is forecast to remain at or near benchmark levels over the life of the Long Term Financial Plan, generally at least 95 per cent of required maintenance, which is within acceptable tolerance.

The ratio is slightly lower in the early years due to higher capital renewal activity, before increasing modestly as renewal eases in later years. Over time, maintenance expenditure is expected to grow in line with the expanding asset base, ensuring maintenance investment remains aligned with asset needs and supports the long-term sustainability of City assets.

Debt Service Ratio



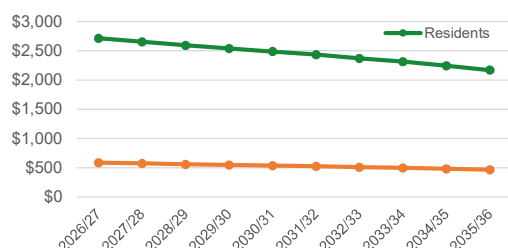
Principal Repayments (from Statement of Cash Flows) plus Borrowing Interest Costs (from the income statement)

Operating Results before Interest and Depreciation Expense (EBITDA)

The City's Long Term Financial Plan forecasts continued zero reliance on borrowings, reflecting strong historical financial management, operating surpluses, and accumulated cash reserves. The projected debt service ratio is primarily influenced by a leased library facility, which is treated as notional debt under AASB 16, including an imputed interest expense. Despite this, the City's results exceed the benchmark comfortably, demonstrating capacity to manage this obligation. The ten-year capital program can be delivered without external borrowings, although the City may consider debt or internal borrowings if circumstances change.

Efficiency Indicators

Real Operating Expenditure per capita



Real Operating Expenditure

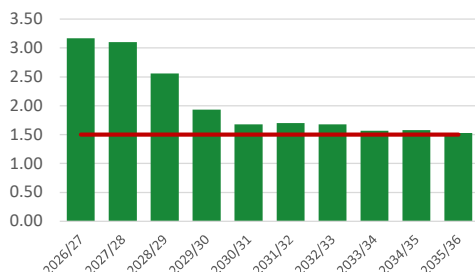
Residential Population of Local Government Area

A declining trend over time is in line with OLG requirements, and reflects the City's commitment to targeting efficiencies in service delivery. Whilst gross Operating Expenditure is forecast to increase over time, the residential population of the LGA is projected to grow more rapidly, representing a gradual decline in Real Operating Expenditure per capita.

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.

Supplementary Performance Indicators

Unrestricted Current Ratio



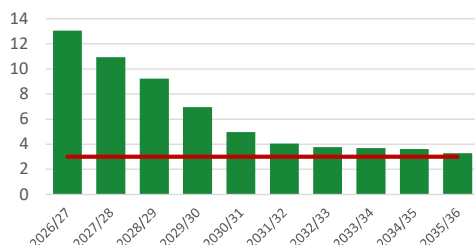
Current assets (excluding all external restrictions)

Current liabilities (less specific purpose liabilities)

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. A ratio of less than 1.5 is considered unsatisfactory.

Reductions in later years reflect the utilisation of cash balances in delivering major capital works initiatives.

Cash Expense Cover Ratio



Current year's cash and investments

Cash expenditure payments (operating and financing activities) x 12

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. Similar to the unrestricted current ratio, reductions in later years reflect the utilisation of cash balances in delivering strategic priorities and major capital works initiatives.

City of Sydney

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

	\$'M	2026/27	2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total
Income from Continuing Operations													
Rates and annual charges		465.6	483.5	506.8	526.2	1,982.2	551.8	577.6	604.4	631.7	660.1	689.3	5,697.2
User charges and fees		154.4	157.8	162.5	168.0	642.7	173.1	178.3	183.9	189.4	195.1	200.9	1,763.4
Interest and investment income		35.1	28.1	22.3	15.6	100.9	10.2	7.4	5.6	4.0	3.8	2.8	134.8
Other revenues		138.4	135.2	128.4	133.1	535.2	136.8	139.8	144.6	152.1	152.9	158.5	1,419.8
Grants and contributions provided for capital purposes		94.0	103.4	68.3	72.0	337.7	73.0	73.7	76.9	78.1	81.3	82.5	803.3
Grants and contributions provided for operating purposes		18.0	17.6	17.5	17.8	71.0	18.2	18.6	19.1	19.6	20.1	20.6	187.3
Total Income from Continuing Operations		905.5	925.7	905.8	932.8	3,669.7	963.1	995.5	1,034.5	1,074.9	1,113.3	1,154.6	10,005.6
Expenses from Continuing Operations													
Employee benefits and on-costs		343.5	357.8	370.1	384.8	1,456.3	398.1	414.3	426.4	441.3	456.7	471.5	4,064.6
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		262.6	278.5	283.2	290.7	1,115.1	300.5	309.9	322.4	335.7	346.9	360.1	3,090.6
Depreciation, amortisation and impairment		132.8	131.0	129.5	130.2	523.4	136.0	140.3	140.8	146.1	151.4	159.6	1,397.7
Other expenses		76.7	72.7	75.5	76.5	301.4	78.5	80.6	82.8	85.1	89.4	92.7	810.5
Total Expenses from Continuing Operations		815.7	840.1	1,043.0	882.1	3,580.9	913.1	945.0	972.5	1,008.1	1,044.4	1,084.0	9,548.1
Net operating result for the year attributable to Council		89.8	85.6	(137.2)	50.6	88.8	50.0	50.4	62.1	66.8	68.9	70.6	457.5

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 2026/27. 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 2026/27 and 2027/28. 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 \$73.6M Employee benefits and on costs and \$56.7 million higher Materials and Services costs. As a consequence, projected Interest Income is \$22.0 million lower. These factors combined unfavourably impact the City's net operating result by \$152.3 million 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	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Cash from operations											
Rates and annual charges		466.3	484.2	507.5	527.0	552.6	578.4	605.2	632.5	661.0	690.1
Other operating income *		308.5	308.3	306.0	316.4	325.5	334.1	344.9	358.3	365.1	377.0
Operating Income		774.8	792.5	813.5	843.4	878.1	912.5	950.1	990.8	1,026.1	1,067.2
Employee benefits and on-costs		(343.5)	(357.8)	(370.1)	(384.8)	(398.1)	(414.3)	(426.4)	(441.3)	(456.7)	(471.5)
Other operating expenditure *		(331.7)	(342.6)	(349.9)	(358.1)	(369.6)	(380.9)	(395.3)	(407.8)	(422.6)	(438.8)
Operating Expenditure		(675.3)	(700.4)	(720.0)	(742.9)	(767.7)	(795.1)	(821.8)	(849.2)	(879.4)	(910.3)
Operating Surplus		99.5	92.1	93.5	100.5	110.4	117.4	128.3	141.6	146.7	156.8
Other Non Operating:											
Interest and investment income		35.1	28.1	22.3	15.6	10.2	7.4	5.6	4.0	3.8	2.8
Grants and contributions provided for capital purposes		94.0	103.4	68.3	72.0	73.0	73.7	76.9	78.1	81.3	82.5
Capital project related costs **		(6.0)	(6.9)	(7.1)	(7.3)	(7.5)	(7.7)	(7.9)	(10.9)	(11.6)	(11.9)
Depreciation and amortisation expense		(132.8)	(131.0)	(129.5)	(130.2)	(136.0)	(140.3)	(140.8)	(146.1)	(151.4)	(159.6)
Net Surplus/(Deficit)		89.8	85.6	47.5	50.6	50.0	50.4	62.1	66.8	68.9	70.6
Add Back:											
Depreciation and amortisation expense		132.8	131.0	129.5	130.2	136.0	140.3	140.8	146.1	151.4	159.6
Non-cash asset adjustments		0.0	0.9	1.1	1.3	1.5	1.7	1.9	4.9	5.6	5.9
Cash Surplus before Capital Expenditure		222.5	217.6	178.1	182.1	187.5	192.5	204.8	217.8	225.9	236.1
Capital Expenditure											
Capital works		(273.2)	(274.7)	(288.8)	(301.1)	(249.0)	(155.6)	(140.8)	(202.4)	(200.1)	(180.5)
Plant and asset acquisitions (net of disposals)		(18.0)	(19.2)	(18.5)	(16.7)	(18.5)	(37.8)	(31.3)	(39.5)	(19.6)	(22.2)
Capital Works (Technology and Digital Services)		(25.5)	(21.9)	(24.2)	(21.5)	(19.5)	(13.9)	(9.4)	(9.1)	(10.0)	(10.0)
Property (acquisitions) / divestments		(46.4)	37.7	24.7	2.2	0.7	0.0	(46.0)	7.0	(18.0)	(75.0)
Total Capital Expenditure		(363.1)	(278.2)	(306.8)	(337.2)	(286.4)	(207.3)	(227.6)	(244.0)	(247.7)	(287.7)
Net Receivables/Payables Movement		(9.9)	(9.7)	7.3	7.4	(5.6)	(10.9)	(0.9)	19.0	0.7	1.7
Cash Surplus/(Deficit)		(150.5)	(70.3)	(121.4)	(147.6)	(104.5)	(25.7)	(23.7)	(7.2)	(21.1)	(49.8)
Total Cash at Beginning of Period		801.0	650.5	580.3	458.8	311.2	206.7	181.0	157.3	150.0	129.0
Cash Surplus/(Deficit)		(150.5)	(70.3)	(121.4)	(147.6)	(104.5)	(25.7)	(23.7)	(7.2)	(21.1)	(49.8)
Total Cash at End of Period		650.5	580.3	458.8	311.2	206.7	181.0	157.3	150.0	129.0	79.2

* 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	2026/27	2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total
Income from Continuing Operations													
Rates and annual charges		465.6	483.5	506.8	526.2	1,982.2	551.8	577.6	604.4	631.7	660.1	689.3	5,697.2
User charges and fees		154.4	157.8	162.5	168.0	642.7	173.1	178.3	183.9	189.4	195.1	200.9	1,763.4
Interest and investment income		34.9	27.6	21.8	15.0	99.3	9.6	6.8	5.0	3.4	3.3	2.2	129.5
Other revenues		138.4	135.2	128.4	133.1	535.2	136.8	139.8	144.6	152.1	152.9	158.5	1,419.8
Grants and contributions provided for capital purposes		80.2	89.4	55.8	58.0	283.4	58.7	59.2	62.0	62.9	65.8	66.8	658.9
Grants and contributions provided for operating purposes		18.0	17.6	17.5	17.8	71.0	18.2	18.6	19.1	19.6	20.1	20.6	187.3
Total Income from Continuing Operations		891.5	911.2	892.8	918.2	3,613.7	948.2	980.3	1,019.1	1,059.2	1,097.3	1,138.2	9,856.0
Expenses from Continuing Operations													
Employee benefits and on-costs		340.3	351.1	363.1	377.5	1,432.0	390.6	406.4	418.4	433.0	448.1	462.6	3,991.0
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		260.1	273.2	277.8	285.1	1,096.3	294.7	303.9	316.2	329.2	340.3	353.2	3,033.9
Depreciation, amortisation and impairment		132.8	131.0	129.5	130.2	523.4	136.0	140.3	140.8	146.1	151.4	159.6	1,397.7
Other expenses		76.7	72.7	75.5	76.5	301.4	78.5	80.6	82.8	85.1	89.4	92.7	810.5
Total Expenses from Continuing Operations		809.9	828.0	1,030.6	869.3	3,537.8	899.8	931.3	958.3	993.3	1,029.1	1,068.1	9,417.8
Net operating result for the year attributable to Council		81.6	83.2	(137.9)	48.9	75.9	48.4	49.0	60.8	65.8	68.2	70.1	438.3

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. This may eventuate if prolonged inflation and recessionary pressures suppress development activity. Developer Contributions are sensitive to demand, construction costs, interest rates and finance availability, potentially delaying projects, reducing receipts and creating funding gaps, given contributions are collected in recoupment.

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 \$144.4 million lower developer contributions with a consequential reduction in interest income of \$27.3 million, which leads to a net operating result attributable to Council that is \$171.6 million 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	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Cash from operations											
Rates and annual charges		466.3	484.2	507.5	527.0	552.6	578.4	605.2	632.5	661.0	690.1
Other operating income *		308.5	308.3	306.0	316.4	325.5	334.1	344.9	358.3	365.1	377.0
Operating Income		774.8	792.5	813.5	843.4	878.1	912.5	950.1	990.8	1,026.1	1,067.2
Employee benefits and on-costs		(340.3)	(351.1)	(363.1)	(377.5)	(390.6)	(406.4)	(418.4)	(433.0)	(448.1)	(462.6)
Other operating expenditure *		(329.2)	(337.3)	(344.5)	(352.5)	(363.9)	(374.9)	(389.2)	(401.4)	(416.0)	(431.8)
Operating Expenditure		(669.5)	(688.3)	(707.6)	(730.0)	(754.4)	(781.4)	(807.5)	(834.4)	(864.1)	(894.4)
Operating Surplus		105.3	104.2	105.9	113.4	123.6	131.1	142.5	156.4	162.0	172.7
Other Non Operating:											
Interest and investment income		34.9	27.6	21.8	15.0	9.6	6.8	5.0	3.4	3.3	2.2
Grants and contributions provided for capital purposes		80.2	89.4	55.8	58.0	58.7	59.2	62.0	62.9	65.8	66.8
Capital project related costs **		(6.0)	(6.9)	(7.1)	(7.3)	(7.5)	(7.7)	(7.9)	(10.9)	(11.6)	(11.9)
Depreciation and amortisation expense		(132.8)	(131.0)	(129.5)	(130.2)	(136.0)	(140.3)	(140.8)	(146.1)	(151.4)	(159.6)
Net Surplus/(Deficit)		81.6	83.2	46.9	48.9	48.4	49.0	60.8	65.8	68.2	70.1
Add Back:											
Depreciation and amortisation expense		132.8	131.0	129.5	130.2	136.0	140.3	140.8	146.1	151.4	159.6
Non-cash asset adjustments		0.0	0.9	1.1	1.3	1.5	1.7	1.9	4.9	5.6	5.9
Cash Surplus before Capital Expenditure		214.4	215.2	177.5	180.4	185.9	191.1	203.6	216.8	225.1	235.7
Capital Expenditure											
Capital works		(273.2)	(274.7)	(288.8)	(301.1)	(249.0)	(155.6)	(140.8)	(202.4)	(200.1)	(180.5)
Plant and asset acquisitions (net of disposals)		(18.0)	(19.2)	(18.5)	(16.7)	(18.5)	(37.8)	(31.3)	(39.5)	(19.6)	(22.2)
Capital Works (Technology and Digital Services)		(25.5)	(21.9)	(24.2)	(21.5)	(19.5)	(13.9)	(9.4)	(9.1)	(10.0)	(10.0)
Property (acquisitions) / divestments		(46.4)	37.7	24.7	2.2	0.7	0.0	(46.0)	7.0	(18.0)	(75.0)
Total Capital Expenditure		(363.1)	(278.2)	(306.8)	(337.2)	(286.4)	(207.3)	(227.6)	(244.0)	(247.7)	(287.7)
Net Receivables/Payables Movement		(10.4)	(10.2)	7.3	7.4	(5.7)	(10.9)	(0.9)	19.0	0.7	1.7
Cash Surplus/(Deficit)		(159.0)	(73.2)	(122.1)	(149.4)	(106.1)	(27.1)	(25.0)	(8.2)	(21.8)	(50.3)
Total Cash at Beginning of Period		801.0	642.0	568.8	446.7	297.3	191.2	164.1	139.1	130.9	109.0
Cash Surplus/(Deficit)		(159.0)	(73.2)	(122.1)	(149.4)	(106.1)	(27.1)	(25.0)	(8.2)	(21.8)	(50.3)
Total Cash at End of Period		642.0	568.8	446.7	297.3	191.2	164.1	139.1	130.9	109.0	58.7

* 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 programs

Our grants programs support initiatives and projects that strengthen the social, cultural, economic and environmental life of the city. Through this program we partner with communities and business to further the strategic directions of the Community Strategic Plan Delivering Sustainable Sydney 2030–2050.

Our grants policy provides the framework for managing grants applications. It sets the expected outcomes of our grants programs and the principles that guide grant making at the City of Sydney.

We seek to optimise the use of public funds through effective and efficient grant processes and clear grant program objectives linked to our strategic goals.

The grants guidelines support the policy, which provides details about each of the grant programs including funding priorities, key dates, funding available, eligibility criteria, application processes and assessment criteria. Our current grants policy was adopted by Council in April 2026.

Grant programs and proposed budgets in 2026/27

These grant programs have been approved under the current grants guidelines.

Cash

- Aboriginal and Torres Strait Islander collaboration fund – \$500,000
- Community and social grants (including Food support grants of \$1,550,000) – \$2,943,000
- Creative grants – \$2,400,000
- Dixon Street improvement and Haymarket revitalisation – \$600,000
- Economic grants – \$850,000
- Environmental grants – \$630,000
- Major grants (including homelessness grants of \$1,400,000) – \$7,028,020
- Quick response grant – \$100,000
- Affordable and diverse housing fund – \$3,000,000
- Ad Hoc grant – \$5,000,000

Value in Kind (VIK)

- Accommodation grant (includes Short term empty properties and Creative live/work) – \$10,034,048
- Street banner sponsorship – \$290,000
- Venue hire support grants and sponsorship – \$1,165,000
- Major grants – Special events cleaning and related expenses – \$345,000

Summary

The table below provides a breakdown of the cash and value in kind amounts that make up the total grants budget of \$34.9 million.

	2026/27 financial year
Cash	\$23,051,020
Value in kind	\$11,834,048
TOTAL	\$34,885,068

Notes

- Some of the proposed grant programs are open for application to for-profit organisations.
- The short-term empty properties program 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 our forecast for ordinary rates this year.
- A number of grant programs include multi-year funding arrangements.
- 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 2025 land values for rating in the 2026/27 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 we can increase our 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 the rates. For strata scheme land values, only one land value is determined for the whole site of the strata scheme. 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 contacting Value NSW directly.

Objections to land values can be made under the *Valuation of Land Act 1916*. Value NSW publish information about the objection process which can be found at nsw.gov.au/housing-and-construction/land-values-nsw/object

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 5.6% for 2026/27.

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 all ratepayers make a minimum contribution to the City of Sydney.

Council has determined the following residential and business categories and sub-category of rateable land for the 2026/27 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 in this section.

We'll keep reviewing rating models to find options that make the rates burden fairer and more equitable for all 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, we're looking closely at our rating path and the best way to equitably align the rating structure to service this growth.

High numbers of people living in apartments increase the demand on our services, facilities and infrastructure. But the minimum rates we receive from many of these apartments don't provide enough additional income to cover the rising costs of supporting our growing communities.

The rating structure set out in the following table reflects the rates made for 2026/27.

Rating category	Minimum rate	Ad valorem rates (in the \$)	Estimated yield before rebates \$m
Residential rate – ordinary	\$734.80	0.00101133	\$111.5
Business rate – ordinary	\$940.30	0.00306662	\$81.7
Business rate – CBD	\$940.30	0.00740613	\$199.5

Categorisation of land for the purposes of ordinary rates

Council determines rating categories for rating purpose in line 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 in our local area. All rateable land in the city is categorised as either residential or business. As noted in 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, we'll 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 several 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 our 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 in line with the *Recovery of Impost Act 1963*.

Business rate categories:

- Business rates - CBD
- Business rates - Ordinary

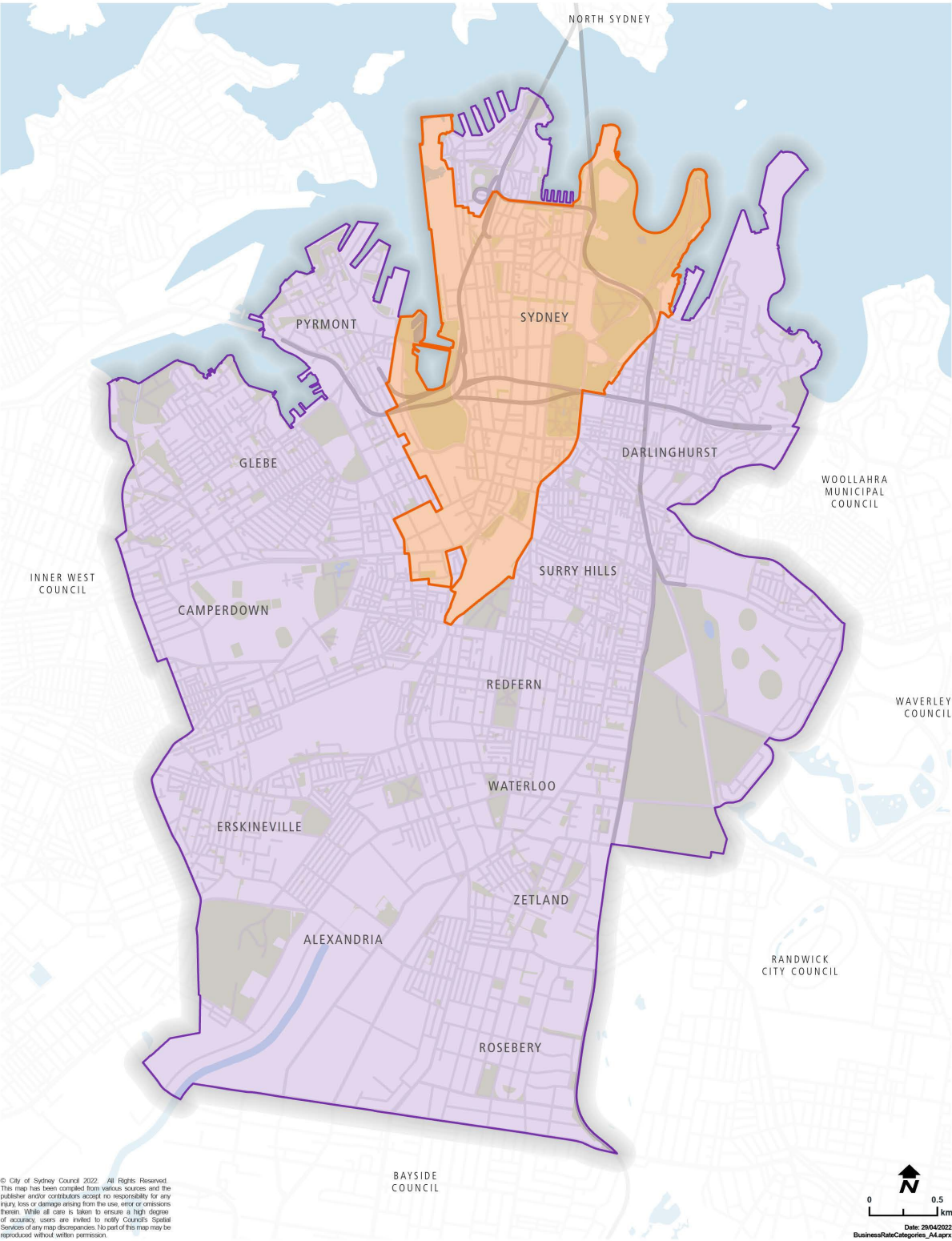


Figure 10. Business rate categories

Pensioner rebates and refunds

We'll continue to provide a 100% rebate for eligible pensioners in 2026/27, determined in line 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 line 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 the criteria mentioned above).

Applications for aggregation must be made using the form found on our 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 through 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 line 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, a ratepayer may at any time agree a payment arrangement with us where regular scheduled payments pay off the debt, in line with section 564 of the Act. The arrangement must be formally approved by the City of Sydney 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 line 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 line with section 566(3) of the Act. The City of Sydney will adopt the maximum interest rate permitted by the Minister for Local Government for the 2026/27 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, but there will still be ratepayers whose financial circumstances for a specific period render them unable to meet their obligations as they fall due.

To address these situations, ratepayers can 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 of Sydney can consider reducing or waiving interest on overdue rates in line 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 of Sydney 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*.

We introduced a stormwater management services charge in 2008 and propose to continue this charge. The legislation enables us to raise charges to improve our 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 our stormwater network, over and above the existing works that are currently undertaken. We plan 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
Strata unit	\$12.50 per unit
Company title	\$12.50 per unit

Business

Non strata land parcels	\$25.00 per 350m ² or part thereof
Strata unit	Pro-rata of above, but a minimum of \$5

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 line 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 domestic waste management annual availability charge covers costs such as:

- the administration, collection, transport, processing and treatment of residential waste and recycling (including general waste, recycling, organics, food and bulky waste)
- residential education programs and recycling drop-off services
- the landfill tipping fee and the NSW Government landfill levy.

A single DWMAAC applies when individual bins are provided to only one dwelling, and a shared DWMAAC applies when the bins are shared by multiple dwellings. Rateable properties that utilise the same shared bins will be charged the same DWMAAC.

The form of a charge may be expressed as the number of individual units or dwellings forming part of that assessment (refer to section 540 of the Act). For example, a block of units with 10 residential premises (such as flats, bedsits)

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 as defined by the *Environmental Planning and Assessment Act 1979*.

Council retains the right to determine the most suitable means of providing the service particularly in terms of the number of bins, 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 of Sydney needs to increase the service size and/or collection frequency due to work health and safety concerns, the DWMAAC 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.

An appeal against a domestic waste management charge can be made to the Land and Environment Court within 30 days of service of the rates and charges notice, in line with section 574 of the Act. Decisions on requests for refunds will be made in line with the *Recovery of Impost Act 1963*. Requests for discounts or refunds due to missed collections will not be considered.

A fee to replace a bin will be charged in line with the adopted fee and must be paid at the time the request is submitted.

Land with residential dwellings that do not utilise the City of Sydney's general waste bin (red bin) component of its domestic waste management service will be charged the 'limited' domestic waste management service charge.

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	\$362	\$1,158,762
Domestic waste charge (120L bin) collected once weekly	\$550	\$10,407,650
Domestic waste charge (240L bin) collected once weekly	\$1,107	\$1,652,751

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	\$362	\$1,759,682
Small domestic waste charge (<81L garbage waste per dwelling per week) 2 x weekly collections	\$417	\$5,961,432
Small domestic waste charge (<81L garbage waste per dwelling per week) 3 x weekly collections	\$461	\$749,586
Standard domestic waste charge (between 81 – 160L garbage waste per dwelling per week) 1 x weekly collection	\$550	\$2,148,850
Standard domestic waste charge (between 81 – 160L garbage waste per dwelling per week), 2 x weekly collections	\$597	\$23,346,879
Standard domestic waste charge (between 81 – 160L garbage waste per dwelling per week), 3 x weekly collections	\$657	\$9,322,173
Large domestic waste charge (between 161 – 240L garbage waste per dwelling per week) 1 x weekly collection	\$863	\$57,821
Large domestic waste charge (between 161 – 240L garbage waste per dwelling per week), 2 x weekly collections	\$912	\$3,740,112
Large domestic waste charge (between 161 – 240L garbage waste per dwelling per week), 3 x weekly collections	\$986	\$2,718,402
Extra large domestic waste charge (>240L garbage waste per dwelling per week), 1 x weekly collection	\$1,107	\$89,667
Extra large domestic waste charge (>240L garbage waste per dwelling per week), 2 x weekly collections	\$1,155	\$1,336,335
Extra large domestic waste charge (>240L garbage waste per dwelling per week), 3 x weekly collections	\$1,204	\$1,306,340

Description	Charge per dwelling	Estimated yield
Domestic waste charge, 7-day service area	\$588	\$5,678,316

Land with residential dwellings that do not utilise the City of Sydney's general waste bin (red bin) component of its domestic waste management service will be charged the 'limited' domestic waste management charge as follows:

Limited service charges

Description	Charge per dwelling	Estimated yield
Limited domestic waste service charge	\$272	\$3,278,416

Total estimated domestic waste yield \$74.7 million before applying pensioner rebates.



Image 11. Celebrating Sydney Streets event, Glebe. Image: Helene Cochaud/City of Sydney

Fees and charges

Pricing methodology

Council will charge a range of fees in the 2026/27 financial year, as detailed in 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
- 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. This is 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
- prices dictated by legislation.

Council discloses its pricing policy by showing a pricing code against each individual fee in 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 shown as GST inclusive, as this is the price customers pay. However, many of the fees listed in the Schedule of Fees and Charges do not actually attract GST.

This is because some fees are exempt under GST legislation or fall within the Division 81 determination, while others relate to regulatory or non-commercial services where GST does not apply. In these cases, the Australian Government has determined that the fee is not for a taxable supply. This typically applies to regulatory services that are not delivered in a competitive

environment, as well other forms of information provided by Council where there is no commercial transaction.

If a booking or hire of a Council facility is cancelled, including venues, civic spaces, sports fields, parks or community buses. Council's terms of hire allow it, in certain circumstances, to recover costs or losses resulting from the cancellation, from the hire charges received, or from security bonds held.

Similarly, if a membership to a Council recreational or aquatic facility is cancelled, the membership terms provide that, in certain circumstances, Council will recover expenses or losses incurred because of the cancellation of the membership.

In line 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 before any application to waive or reduce fees can be 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 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
- the fee is for a service that will enable the achievement of the applicant's objectives and betterment for the City of Sydney community
- 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 in 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.

Community venue hire – venue hire fees and fees for public liability insurance coverage under Council's Community Engagement Liability Policy may be waived for eligible local community groups hiring community venues. Further details regarding eligibility are outlined below.

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 local area will be waived to assist with owners' costs of maintaining and retaining their properties while ensuring the ongoing safety of residents.

Hire of the Eternity Playhouse – Council will waive venue hire fees (only) for certain priority uses:

- Arts and cultural festivals.
- Theatre, dance, music, cabaret, comedy, poetry, spoken word and storytelling performances produced by non-profit organisations, small performing arts companies, and independent producers.
- Public programs, talks and symposia related to culture, creativity and nightlife.
- Equipment, personnel and ancillary fees associated with the hire of the facility will be charged.

Grants – where fee waiver or reduction form part of the financial assistance under an approved grant made under the grants policy, and in line with the terms of any agreement executed in line 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
- 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 line with these principles.

Community fee waivers

Since 2022 Council has waived venue hire fees and offered free public liability insurance under Council's Community Engagement Liability Policy, for eligible local community groups hiring community venues. 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 predominantly provide services to residents of the City of Sydney local government area
- have a membership base and purpose within the City of Sydney local government 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. You may be eligible to apply for a venue hire support grant.

There are limitations as to the types of groups and activities that can be covered under Council's Community Engagement Liability public liability insurance policy.

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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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

Scale Fee - based on Estimated Cost of Work (Item 2.1)

Up to \$5,000

Fee	Legislative	per application	147.00	0%	147.00
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\$5,001 - \$50,000

Fee	Legislative	per application	226.00	0%	226.00
Additional Charge	Legislative	per \$1k	3.00	0%	3.00

\$50,001 - \$250,000

Fee	Legislative	per application	437.00	0%	437.00
PlanFirst Fee	Legislative	per application	32.00	0%	32.00
Additional charge over \$50,000	Legislative	per \$1k	3.00	0%	3.00
Additional Charge over \$50,000 - PlanFirst	Legislative	per \$1k	0.64	0%	0.64

\$250,001 - \$500,000

Fee	Legislative	per application	1,384.00	0%	1,384.00
PlanFirst Fee	Legislative	per application	160.00	0%	160.00
Additional Charge over \$250,000	Legislative	per \$1k	1.70	0%	1.70
Additional Charge over \$250,000 - PlanFirst	Legislative	per \$1k	0.64	0%	0.64

\$500,001 - \$1,000,000

Fee	Legislative	per application	2,005.00	0%	2,005.00
PlanFirst Fee	Legislative	per application	320.00	0%	320.00
Additional Charge over \$500,000	Legislative	per \$1k	1.00	0%	1.00
Additional Charge over \$500,000 - PlanFirst	Legislative	per \$1k	0.64	0%	0.64

\$1,000,001 - \$10,000,000

Fee	Legislative	per application	2,843.00	0%	2,843.00
PlanFirst Fee	Legislative	per application	640.00	0%	640.00
Additional Charge over \$1M	Legislative	per \$1k	0.80	0%	0.80
Additional Charge over \$1M - PlanFirst	Legislative	per \$1k	0.64	0%	0.64

More than \$10,000,000

Fee	Legislative	per application	14,746.00	0%	14,746.00
PlanFirst Fee	Legislative	per application	6,400.00	0%	6,400.00
Additional Charge over \$10M	Legislative	per \$1k	0.55	0%	0.55
Additional Charge over \$10M - PlanFirst	Legislative	per \$1k	0.64	0%	0.64

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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

Fee

Fee	Legislative	per application	606.00	0%	606.00
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PlanFirst Fee

Applications under \$50,000	Legislative	per \$1k	0.00	0%	0.00
Applications over \$50,000	Legislative	per \$1k	0.64	0%	0.64

(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%	0.00
PlanFirst Fee - based on cost of works, as per regular scale of DA fees above	Partial Cost	per \$1k	Fee	0%	Fee

(c) Development for the purpose of one or more advertisements (Item 2.2)
the greater of the DA Scale Fee or the fee below applies:

Fee	Legislative	per application	379.00	0%	379.00
Additional fee in excess of one advertisement	Legislative	per advertisement	93.00	0%	93.00

(d) Change of Use - no building work (Item 2.7)

Fee	Legislative	per application	379.00	0%	379.00
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(e) Application for Signage Strategy

Fee	Legislative	per application	530.00	0%	515.00
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(f) Designated Development (Item 3.3)

(the Scale Fee - based on Estimated Cost of Work applies, plus an additional fee)

Additional Fee	Legislative	per application	1,226.00	0%	1,226.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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	440.00	0%	440.00
Additional Charge	Legislative	per new lot	53.00	0%	53.00

Strata Subdivision

Base Fee	Legislative	per application	440.00	0%	440.00
Additional Charge	Legislative	per new lot	65.00	0%	65.00

(h) State Significant Development (SSD)

Applicable to the assessment of State Significant Development applications delegated from the Department of Planning, Industry and Environment. 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.

Fee	Legislative	per application	Fee	0%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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%	Fee
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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	253.00	0%	253.00
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(c) Any other application (item 7.3)

Estimated Cost:

Up to \$5,000

Fee	Legislative	per application	73.00	0%	73.00
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\$5,001 to \$250,000

Fee	Legislative	per application	113.00	0%	113.00
Additional Fee by which the estimated cost exceeds \$5,000	Legislative	per \$1k or part thereof	1.50	0%	1.50

\$250,001 to \$500,000

Fee	Legislative	per application	666.00	0%	666.00
Additional Fee by which the estimated cost exceeds \$250,000	Legislative	per \$1k or part thereof	0.85	0%	0.85

\$500,001 to \$1,000,000

Fee	Legislative	per application	949.00	0%	949.00
Additional Fee by which the estimated cost exceeds \$500,000	Legislative	per \$1k or part thereof	0.50	0%	0.50

\$1,000,001 to \$10,000,000

Fee	Legislative	per application	1,314.00	0%	1,314.00
Additional Fee by which the estimated cost exceeds \$1M	Legislative	per \$1k or part thereof	0.40	0%	0.40

More than \$10,000,000

Fee	Legislative	per application	6,310.00	0%	6,310.00
Additional Fee by which the estimated cost exceeds \$10M	Legislative	per \$1k or part thereof	0.27	0%	0.27

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.)	GST	2025/26 (\$ Fee (GST incl.)
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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

(d) 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 Legislative is less than \$100,000	per application	73.00	0%	73.00
(b) If the estimated cost of the development Legislative is between \$100,000 and \$1M	per application	199.00	0%	199.00
(c) If the estimated cost of the development Legislative is more than \$1M	per application	333.00	0%	333.00

(e) 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%	Fee
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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)

Fee - all applications required to be notified by letter	Legislative	per application	700.00	0%	670.00
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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	95.00	0%	95.00
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S4.55(1A) & S4.56 - (Minor Environmental Impact) (Item 4.2)

Fee = 50% of original DA application fee, up to the maximum allowable fee under the EP&A Regulation 2021	Legislative	per application	Fee, up to 859.00	0%	Fee, up to 859.00
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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 allowable fee	Legislative	per application	Fee, up to 360.00	0%	Fee, up to 360.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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%	Fee
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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%	Fee
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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	253.00	0%	253.00
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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 allowable fee	Legislative	per application	Fee, up to 360.00	0%	Fee, up to 360.00
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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 allowable fee	Legislative	per application	Fee, up to 360.00	0%	Fee, up to 360.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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	73.00	0%	73.00
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\$5,001 to \$250,000

Fee	Legislative	per application	113.00	0%	113.00
Additional Fee where the estimated cost exceeds \$5,000	Legislative	per \$1k or part thereof	1.50	0%	1.50

\$250,001 to \$500,000

Fee	Legislative	per application	666.00	0%	666.00
Additional Fee where the estimated cost exceeds \$250,000	Legislative	per \$1k or part thereof	0.85	0%	0.85

\$500,001 to \$1,000,000

Fee	Legislative	per application	949.00	0%	949.00
Additional Fee where the estimated cost exceeds \$500,000	Legislative	per \$1k or part thereof	0.50	0%	0.50

\$1,000,001 to \$10,000,000

Fee	Legislative	per application	1,314.00	0%	1,314.00
Additional Fee where the estimated cost exceeds \$1M	Legislative	per \$1k or part thereof	0.40	0%	0.40

More than \$10,000,000

Fee	Legislative	per application	6,310.00	0%	6,310.00
Additional Fee where the estimated cost exceeds \$10M	Legislative	per \$1k or part thereof	0.27	0%	0.27

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	700.00	0%	670.00
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Additional fee for a modification application that is accompanied by a statement by a qualified designer

Fee	Legislative	per application	1,013.00	0%	1,013.00
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EXTENSION OF EXPIRING CONSENTS - under the EP&A Act 1979 - (section 4.54)

Fee	Full Cost	per application	300.00	0%	258.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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%	Fee
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Applications resulting from approved Stage 1 DA or Development Plan (Item 2.1)

Fee = 40% of DA fee	Legislative	per application	Fee	0%	Fee
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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	426.00	0%	426.00
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Additional fee to Council (Item 3.1)

Fee	Legislative	per application	187.00	0%	187.00
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Additional fee for each Approved Body (paid via NSW Planning Portal) (Item 3.1)

Fee	Legislative	per application	426.00	0%	426.00
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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	700.00	0%	670.00
(b) Application for Outdoor Dining	Zero	per application	0.00	0%	0.00

Designated Development (Item 3.5)

Fee	Legislative	per application	2,957.00	0%	2,957.00
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Notification of Development Applications over \$10 million (Item 3.8)

Fee	Legislative	per application	1,310.00	0%	1,270.00
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Notification of development applications for the Moore Park Showground

section 7.14 of State Environmental Planning Policy (Precincts Eastern Harbour City) 2021

Fee	Legislative	per application	1,400.00	0%	N/A
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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%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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	175.00	0%	155.00
Other	Partial Cost	per application	370.00	0%	330.00

STRATA TITLE SUBDIVISION (Strata Schemes Acts)

Application fee plus additional fee

Fee	Market	per application	740.00	10%	720.00
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Additional fee per proposed lot

1-10 lots	Market	per lot	740.00	10%	720.00
11-50 lots (fee per lot, plus total fee for 10 lots)	Market	per lot	580.00	10%	565.00
More than 50 lots (fee per lot, plus total fee for 50 lots)	Market	per lot	295.00	10%	285.00

Certificate of Conversion

Fee	Market	per application	640.00	10%	620.00
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Termination of Strata Scheme

Fee	Market	per application	950.00	10%	925.00
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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	795.00	0%	770.00
Additional fee - based on number of proposed lots	Market	per lot	795.00	0%	770.00

Land Subdivision - Land Dedication to Council Only

Fee	Market	per application	530.00	0%	515.00
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Stratum Land Subdivision

Application fee, plus additional fee	Market	per application	795.00	0%	770.00
Additional fee, per subdivision plan sheet	Market	per sheet	1,060.00	0%	1,030.00

EXECUTION of SECTION 88B INSTRUMENTS and DEALING FORMS

Execution of Section 88B Instruments and Dealing forms

Section 88B Instrument approval	Market	per application	475.00	0%	460.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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 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%	Fee
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CERTIFICATES UNDER SECTION 88G of the CONVEYANCING ACT 1919

S88G Certificate

Fee	Legislative	per certificate	10.00	0%	10.00
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S88G Certificate (requiring inspection)

Fee	Legislative	per certificate	35.00	0%	35.00
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DEVELOPMENT APPLICATION REGISTER - under the EP&A Act 1979 (section 4.58)

Viewing

Fee	Zero	per viewing	0.00	0%	Fee
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DEVELOPMENT APPLICATION 3D CAD MODELLING FEES

Development applications requiring 3D models

3D Modelling Fee	Partial Cost	per application	1,442.00	0%	1,380.00
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ACCESS TO CITY MODEL

Access to City Model for commercial photography

Fee	Partial Cost	per hour or part thereof	120.00	0%	120.00
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APPLICATION FOR FOOTWAY AND ROADWAY USAGE (OUTDOOR DINING)

Assessment of Outdoor Dining Applications

New applications	Zero	per application	0.00	0%	0.00
Renewal (no changes of hours or area)	Zero	per application	0.00	0%	0.00

Notification of Outdoor Dining Applications

Fee	Zero	per application	0.00	0%	0.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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-RELATED CONSULTATION

Professional Advice, Research & Analysis - prior to preparation of a development application

State Significant Development

(based on estimated cost of works)

Under \$50 million	Market	per consultation	2,840.00	0%	N/A
Over \$50 million	Market	per consultation	5,055.00	0%	N/A

Other development applications

(based on estimated cost of works)

Over \$50 million	Market	per consultation	5,055.00	0%	N/A
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DA Related Professional Advice, Research & Analysis

Consultation - all development applications (charged per Council Officer)	Market	per person hour or part thereof	261.00	10%	250.00
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Design Advisory Panel

Pre-Lodgement Consultation with Design Advisory Panel Residential Subcommittee	Market	per application	1,500.00	10%	1,145.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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%	150.00
Property other than owner-occupied private dwelling	Legislative	per application	300.00	0%	300.00

\$100,000 to \$500,000

Fee	Legislative	per application	400.00	0%	400.00
Additional Charge over \$100,000	Legislative	per \$100k or part thereof	25.00	0%	25.00

\$500,000 to \$1,000,000

Fee	Legislative	per application	500.00	0%	500.00
Additional Charge over \$500,000	Legislative	per \$100k or part thereof	100.00	0%	100.00

\$1,000,000 to \$2,000,000

Fee	Legislative	per application	1,000.00	0%	1,000.00
Additional Charge over \$1M	Legislative	per \$100k or part thereof	50.00	0%	50.00

\$2,000,000 to \$5,000,000

Fee	Legislative	per application	1,500.00	0%	1,500.00
Additional Charge over \$2M	Legislative	per \$100k or part thereof	33.33	0%	33.33

\$5,000,000 to \$10,000,000

Fee	Legislative	per application	2,500.00	0%	2,500.00
Additional Charge over \$5M	Legislative	per \$100k or part thereof	10.00	0%	10.00

More than \$10,000,000

Fee	Legislative	per application	3,000.00	0%	3,000.00
Additional Charge over \$10M	Legislative	per \$100k or part thereof	10.00	0%	10.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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PLANNING SUPPORT

CERTIFICATE FEES

Section 10.7(2) - EP&A Act 1979

Fee	Legislative	per certificate	69.00	0%	69.00
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Section 10.7(2) and (5) - EP&A Act 1979

Fee	Legislative	per certificate	174.00	0%	174.00
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Additional fee for 24 hr production available through Town Hall House only

Fee	Full Cost	per certificate	168.00	0%	161.00
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Copy of S10.7 Certificate

Fee	Partial Cost	per certificate	31.00	0%	30.00
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Certificate as to orders (former s121ZP EP&A Act 1979, s735A LGA Act 1993)

Fee	Partial Cost	per certificate	235.00	0%	225.00
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DEVELOPMENT APPLICATIONS & CONSTRUCTION CERTIFICATES REGISTERS

Hardcopy/Printout

Current Year - monthly issue	Full Cost	per issue	66.00	0%	66.00
Current Year - 26 fortnightly issues (annual subscription)	Full Cost	annual	472.00	0%	472.00

COMPANY AND ORGANISATION SEARCHES

Company and organisation searches

Current company extract (sourced from the Australian Securities & Investments Commission (ASIC))	Partial Cost	per document	50.00	0%	N/A
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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	980.00	0%	940.00
Reimbursement of costs associated with the preparation and execution of a Deed of Variation of a Planning Agreement	Partial Cost	per agreement	490.00	0%	470.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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STRATEGIC PLANNING

HERITAGE FLOOR SPACE

Registration of Heritage Floor Space (including final inspection)

Fee	Partial Cost	per transaction	910.00	0%	870.00
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Transaction (change of owner/sale)

Fee	Full Cost	per transaction	555.00	0%	530.00
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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	13,750.00	0%	13,080.00
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REQUEST TO PREPARE A PLANNING PROPOSAL

Lodgement Fee

Fee	Full Cost	per application	80.00	0%	N/A
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Major Application

Fee	Partial Cost	each	180,000.00	0%	173,000.00
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Minor Application

Fee	Partial Cost	each	30,000.00	0%	30,000.00
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PLANNING CONTROLS

Reports, Studies and Reviews

Miscellaneous Reports, Studies and Reviews	Partial Cost	per document	43.00	0%	41.00
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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	per document	260.00	0%	250.00
Sydney DCP 2012	Partial Cost	per document	490.00	0%	470.00
Both Sydney LEP 2012 and Sydney DCP 2012	Partial Cost	per set	700.00	0%	670.00
Sydney LEP 2012 (without maps)	Partial Cost	per document	55.00	0%	52.50
Sydney DCP 2012 (without maps)	Partial Cost	per document	280.00	0%	270.00
Sydney LEP 2012 or Sydney DCP 2012 - A3 Maps	Partial Cost	per map	210.00	0%	200.00

All Other LEPs (text), Draft LEPs, DCPs, Miscellaneous Planning Codes, Policies etc.

Fee	Market	each	42.00	0%	40.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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STRATEGIC PLANNING

PUBLICATIONS AND INFORMATION

Certified Copy of Document

Map or Plan (s10.8(2), EP&A Act 1979)	Legislative	per document	71.00	0%	69.02
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Individual Colour Zoning or Other Maps

A3 size (on application)	Market	per map	28.00	0%	27.00
A1 size (on application)	Market	per map	56.00	0%	53.00

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	per Plan	39.00	0%	37.00
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Other Contributions Plans

Fee	Partial Cost	per Plan	39.00	0%	37.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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URBAN ANALYTICS

ECONOMIC DEVELOPMENT

Data Requests (Information from existing databases)

Viewing	Zero	per page	0.00	0%	0.00
Photocopying - A4 copies	Partial Cost	per page	2.00	0%	2.00

City of Sydney Floor Space and Employment Census

Summary (printout)	Partial Cost	per document	78.00	0%	74.00
Summary (Discount rate for residents, pensioners, and students)	Partial Cost	per document	39.00	0%	37.00
Standard Reports	Partial Cost	per document	34.00	0%	32.00
Standard Reports (Discount rate for residents, pensioners and students)	Partial Cost	per document	17.00	0%	16.00

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.

Preparation Time

Customised Reports (per hour of preparation time)	Market	per hour	222.00	0%	213.00
Customised Reports (Discount rate for residents, pensioners and students)	Market	per hour	74.00	0%	71.00

Between 1,000 records and 1,999 records (5 Fields)

Fee	Market	per record	6.90	0%	6.65
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Between 2,001 records and 11,999 records (5 Fields)

Fee plus	Market	per application	14,250.00	0%	13,800.00
Per record - over 2,000 records, up to 12,000 records	Market	per record	2.75	0%	2.70

More than 12,000 records (5 Fields)

Fee plus	Market	per application	42,750.00	0%	41,500.00
Per record - over 12,000 records	Market	per record	0.55	0%	0.50

Data Mapping

Data Mapping	Market	each	65.00	0%	63.00
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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%	0.00 - 100.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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%	250.00
Additional Inspection Fee (capped at 1 inspection fee)	Partial Cost	per application	90.00	0%	90.00

s6.26 - Other Classes

Less than 200 m2 floor area	Partial Cost	per application	250.00	0%	250.00
Additional Inspection Fee (capped at 1 inspection fee)	Partial Cost	per application	90.00	0%	90.00

Greater than 200 m2, and up to 2,000 m2 floor area

Fee	Partial Cost	per application	250.00	0%	250.00
Additional charge over 200 m2	Partial Cost	per m2	0.50	0%	0.50
Additional Inspection Fee (capped at 1 inspection fee)	Partial Cost	per application	90.00	0%	90.00

Greater than 2,000 m2 floor area

Fee	Partial Cost	per application	1,165.00	0%	1,165.00
Additional charge over 2,000 m2	Partial Cost	per m2	0.07	0%	0.07
Additional Inspection Fee (capped at 1 inspection fee)	Market	per application	90.00	0%	90.00

Part of Building Only

With external wall only involving more than 1 building inspection	Partial Cost	per application	250.00	0%	250.00
Additional Inspection Fee (capped at 1 inspection fee)	Partial Cost	per application	90.00	0%	90.00

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	10%	Fee
Development Application Fee (refer to the Planning Assessments section of this Schedule of Fees and Charges)	Legislative	per application	Fee	0%	Fee

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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	717.00	10%	696.00
\$5,000 to \$10,000	Market	per application	849.00	10%	824.00
\$10,000 to \$100,000	Market	per application	1,140.00	10%	1,106.00
\$100,000 to \$250,000	Market	per application	2,012.00	10%	1,953.00

Exceeding \$250,000

Base Fee plus	Market	per application	2,012.00	10%	1,953.00
Additional fee for amounts greater than \$250,000	Market	per \$1k	4.10	10%	3.98

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	1,140.00	10%	1,106.00
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\$10,001 - \$100,000

Fee	Market	per application	1,140.00	10%	1,106.00
Additional charge over \$10,000	Market	per \$1k	9.69	10%	9.40

\$100,001 to \$500,000

Fee	Market	per application	2,074.00	10%	2,013.00
Additional charge over \$100,000	Market	per \$1k	5.49	10%	5.33

\$500,001 to \$1,000,000

Fee	Market	per application	4,347.00	10%	4,220.00
Additional charge over \$500,000	Market	per \$1k	4.08	10%	3.96

Exceeding \$1,000,000

Fee	Market	per application	6,437.00	10%	6,249.00
Additional charge over \$1M	Market	per \$1k	2.86	10%	2.77

Class 10a & 10b Buildings (associated with Class 1 dwellings only)

Cost of Work

Up to \$10,000	Market	per application	730.00	10%	708.00
\$10,001 to \$100,000	Market	per application	854.00	10%	829.00
Exceeding \$100,000	Market	per application	1,140.00	10%	1,106.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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BUILDING

CONSTRUCTION CERTIFICATE OR COMPLYING DEVELOPMENT CERTIFICATE - under the EP&A Act 1979

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	Zero	per application	0.00	0%	0.00
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Supplementary Fees relating to Construction Certificates, Complying Development Certificates, and Occupation Certificates

Assessment of Performance Solutions

Assessment of performance solutions report(s)

Assessment Fee	Market	per hour	270.00	10%	262.00
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Assessment of Additional / Revised Documentation

Assessment of revised/additional documentation requested by the City, following the initial application submission.

Assessment Fee	Market	per hour	270.00	0%	N/A
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Administration Fee - Referral to FRNSW

Note: applications which require referral to Fire and Rescue NSW (FRNSW). These fees are payable to Council, which will facilitate payment to FRNSW as part of the application assessment process. Details of FRNSW fees are available on their website.

Administration Fee - Referral to FRNSW	Market	per application	184.00	10%	178.00
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Assessment of Unauthorised Works outside the scope of a Development Application or Construction Certificate.

Fee	Market	per hour	270.00	0%	262.00
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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	270.00	10%	262.00
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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	417.00	10%	404.00
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Partial Assessment Consultancy Fee	Partial Cost	per hour	274.00	10%	262.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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	654.00	10%	634.00
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\$10,001 to \$100,000

Fee	Market	per application	654.00	10%	634.00
Additional charge over \$10,000	Market	per \$1k	9.68	10%	9.39

\$100,001 to \$500,000

Fee	Market	per application	1,545.00	10%	1,500.00
Additional charge over \$100,000	Market	per \$1k	5.50	10%	5.34

\$500,001 to \$1,000,000

Fee	Market	per application	3,845.00	10%	3,733.00
Additional charge over \$500,000	Market	per \$1k	4.08	10%	3.96

Exceeding \$1,000,000

Fee	Market	per application	5,942.00	10%	5,768.00
Additional charge over \$1,000,000	Market	per \$1k	2.86	10%	2.77

Where additional cost of amended works cannot be established

Fee	Market	per application	654.00	10%	634.00
Additional fee where assessment is in excess of 2 hours	Market	per hour	270.00	10%	262.00

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	338.00	10%	328.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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BUILDING

FEES FOR COUNCIL ACTING AS PRINCIPAL CERTIFIER - EP&A ACT 1979

Where Construction Certificate/Complying Development Certificate issued by Council

Inspection fees

Residential Dwellings (Class 1a & 1b)	Market	per inspection	285.00	10%	276.00
Mandatory Inspection prior to issuing of CC or CDC (Existing Buildings Class 1a & 1b)	Market	per inspection	285.00	10%	276.00
Class 10 & 10b Buildings & Signs	Market	per inspection	285.00	10%	276.00
Class 2-9 Buildings	Market	per inspection	422.00	10%	409.00
Class 5 & 6 Inspections - Food Shops	Market	per inspection	422.00	10%	409.00
Mandatory Inspection prior to issuing of CC or CDC (Existing Buildings Class 2-9)	Market	per inspection	422.00	10%	409.00

Application for Occupation Certificate

Based on cost of works

Occupation Certificate

Up to \$100,000	Market	per application	291.00	10%	282.00
Between \$100,000 and \$500,000	Market	per application	833.00	10%	808.00
Greater than \$500,000	Market	per application	1,653.00	10%	1,604.00

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	270.00	10%	262.00
Residential Dwellings (Class 1a & 1b)	Market	per inspection	285.00	10%	276.00
Class 2-9 Buildings	Market	per inspection	422.00	10%	409.00

Premium Inspection Fee

Over and above the mandatory requirements	Market	per inspection	422.00	10%	409.00
Inspection of Unauthorised Works outside scope of DA & CC (Classes 1 & 10)	Market	per inspection	285.00	10%	276.00
Inspection of Unauthorised Works outside scope of DA & CC (Class 2-9)	Market	per inspection	422.00	10%	409.00

Re-inspection due to work being incomplete

Fee	Market	per inspection	422.00	10%	409.00
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Multiple Unit Inspection Fee (in addition to critical stage inspections)

6 items or more	Partial Cost	per item	75.00	10%	71.34
Less than 6 items	Partial Cost	per hour or part thereof	427.00	10%	409.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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	270.00	0%	262.00
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Inspection Fees

Residential Dwellings - Class 1a & 1b	Market	per inspection	388.00	10%	376.00
Residential Dwellings - Class 10 & 10b Buildings & Signs	Market	per inspection	388.00	10%	376.00
Class 2-9 Buildings	Market	per inspection	462.00	10%	448.00

REGISTRATION OF PRIVATELY CERTIFIED CONSTRUCTION / COMPLYING DEVELOPMENT / OCCUPATION / SUBDIVISION CERTIFICATES

Registration Fee

Fee	Legislative	per certificate	46.00	0%	39.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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	850.00	0%	825.00
Inspection Fee	Market	per inspection	285.00	0%	276.00
Completion Certificate	Market	per application	833.00	0%	808.00

Part D (1-6) - Community Land or Temporary Structures erected on land under the control of Council

Assessment Fee	Market	per approval	434.00	0%	421.00
Additional fee where assessment is in excess of 2 hours	Market	per hour	270.00	0%	262.00
Inspection Fee (minimal structures 1-3)	Market	per inspection	410.00	0%	398.00
Inspection Fee (moderate structures 4-6)	Market	per inspection	815.00	0%	791.00
Inspection Fee (multiple structures greater than 6)	Market	per inspection	1,219.00	0%	1,183.00

Part E (1-2) - Public Roads - items placed on, in or above a public road

Assessment Fee	Market	per application	434.00	0%	420.00
Additional fee where assessment is in excess of 2 hours	Market	per hour	270.00	0%	262.00
Inspection Fee	Market	per inspection	410.00	0%	398.00

Part F (4) - Install a domestic oil or solid fuel heating appliance

Application Fee	Market	per application	433.00	0%	N/A
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Part F (5) - Install or Operate Amusement Devices

Commercial Organisations

Application Fee, up to maximum fee	Market	per amusement device	380.00	0%	369.00
Maximum fee	Market	per application	1,293.00	0%	1,255.00
Inspection Fee	Market	per inspection	410.00	0%	398.00

Non-Profit Organisations

Application Fee, up to maximum fee	Market	per amusement device	199.00	0%	193.00
Maximum fee	Market	per application	452.00	0%	438.00
Inspection Fee	Market	per inspection	218.00	0%	211.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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BUILDING

ACTIVITIES REQUIRING APPROVAL OF COUNCIL

- relating to management of waste - 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	368.00	0%	358.00
\$10,000 to \$100,000	Market	per application	508.00	0%	494.00
\$100,000 to \$500,000	Market	per application	955.00	0%	927.00
\$500,000 to \$1,000,000	Market	per application	2,280.00	0%	2,214.00
Exceeding \$1,000,000	Market	per application	3,607.00	0%	3,502.00

Part C (6) - Approval to Operate On-Site Sewer Management Systems

Additional Cost of Work

Not Exceeding \$10,000	Market	per application	294.00	0%	286.00
\$10,000 to \$100,000	Market	per application	365.00	0%	355.00
\$100,000 to \$500,000	Market	per application	805.00	0%	782.00
\$500,000 to \$1,000,000	Market	per application	2,041.00	0%	1,982.00
Exceeding \$1,000,000	Market	per application	3,437.00	0%	3,337.00

Part C (6) - On-Site Sewer Management Systems - Amended Applications

Infrastructure Cost less than \$100,000 (Minor Amendment)	Market	per application	145.00	0%	141.00
Infrastructure Cost less than \$100,000 (Major Amendment)	Market	per application	365.00	0%	355.00
Infrastructure Cost between \$100,000 and \$500,000 (Minor Amendment)	Market	per application	216.00	0%	210.00
Infrastructure Cost between \$100,000 and \$500,000 (Major Amendment)	Market	per application	439.00	0%	427.00
Infrastructure Cost between \$500,000 and \$1,000,000 (Minor Amendment)	Market	per application	365.00	0%	355.00
Infrastructure Cost between \$500,000 and \$1,000,000 (Major Amendment)	Market	per application	508.00	0%	494.00
Infrastructure Cost greater than \$1,000,000 (Minor Amendment)	Market	per application	508.00	0%	494.00
Infrastructure Cost greater than \$1,000,000 (Major Amendment)	Market	per application	668.00	0%	649.00
Inspection Fee (fee for service)	Market	per hour	128.00	0%	124.00

AMENDMENTS TO APPROVALS ISSUED - under Section 68 of the Local Government Act 1993

Assessment Fee	Market	per assessment	433.00	0%	420.00
Additional fee where assessment is in excess of 2 hours	Market	per hour	270.00	0%	262.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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%	Fee
Monitoring of clean up notice and/or prevention/prohibition notice	Partial Cost	per notice	Fee	0%	Fee
Additional Fees Incurred (cost to the City)	Market	per investigation	Fee	0%	Fee

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%	Fee
Cost Compliance Inspection Fee	Partial Cost	per inspection	67.00	10%	64.00
Cost Compliance Referral fee	Partial Cost	per referral	199.00	10%	190.00
Cost Compliance (Notice of Intention) fee	Partial Cost	per notice	133.00	10%	127.00
Cost Compliance (Order) fee	Partial Cost	per order	67.00	10%	64.00

OTHER CERTIFICATES

Swimming Pool Barrier Certificates

Application for Exemption from barrier (s22 Swimming Pools Act)	Legislative	per certificate	250.00	0%	250.00
Swimming Pool Barrier (Initial Inspection)	Legislative	per inspection	150.00	10%	150.00
Swimming Pool Barrier (Follow up Inspection)	Legislative	per inspection	100.00	10%	100.00

RECORD SEARCH AND INFORMATION REQUESTS

Building Information Certificate

Copy of existing certificate	Partial Cost	per document	15.00	0%	15.00
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Flood Planning

Flood Information Certificate	Market	per application	246.00	10%	N/A
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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	365.00	0%	206.00
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Sex Industry Premises

Fee	Partial Cost	per inspection	365.00	0%	206.00
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Places of Shared Accommodation

Fee	Partial Cost	per inspection	365.00	0%	206.00
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Places of Shared Accommodation - operated by registered charities

Fee	Zero	per inspection	0.00	0%	0.00
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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)	Legislative	per inspection	370.00	0%	247.00
Reinspection Fee - fixed, mobile and temporary premises - where inspection takes less than 30 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%	0.00
Reinspection Fee - fixed, mobile and temporary premises - which result in non-compliance, or inspection takes more than 30 minutes. (includes reinspection of initial inspection, subsequent Improvement Notice reinspections after initial reinspection, and Prohibition Orders)	Legislative	per inspection	370.00	0%	206.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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REGULATORY

INSPECTION FEES

Boarding House Inspection (Public Health Inspection)

Fee	Partial Cost	per inspection	365.00	0%	N/A
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Boarding House Act Inspection (initial compliance inspection only)

Fee	Zero	per inspection	0.00	0%	350.00
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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	Legislative	per stall	370.00	0%	250.00
Temporary Food Premise - Low Risk	Legislative	per stall	185.00	0%	180.00
Charitable/Not for Profit	Zero	per stall	0.00	0%	0.00

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	285.00	0%	273.00
Fee - more than 3 but not more than 7 temporary food event stalls	Partial Cost	per application	761.00	0%	728.00
Fee - more than 7 but not more than 20 temporary food event stalls	Partial Cost	per application	1,904.00	0%	1,822.00
Fee - more than 20 temporary food event stalls	Partial Cost	per application	2,153.00	0%	2,060.00

Sampling of Food Premises for Bacteriological Analysis

Fee	Partial Cost	per sample	130.00	0%	124.00
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Swimming/Spa Pools inspection (inspection includes chemical test of water)

Fee	Partial Cost	per inspection	150.00	0%	144.00
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Sampling of Pool Water for Bacteriological Analysis

Fee	Partial Cost	per sample	130.00	0%	124.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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REGULATORY

INSPECTION FEES

Food Administration Fee

(fee includes one inspection)

Up to and including 5 food handlers	Legislative	per premises	401.00	0%	390.00
Up to and including 5 food handlers (5 star Scores on Doors business)	Legislative	per premises	278.00	0%	270.00
Up to and including 5 food handlers (low risk handlers)	Legislative	per premises	98.00	0%	95.00
More than 5 but not more than 50 food handlers	Legislative	per premises	824.00	0%	800.00
More than 5 but not more than 50 food handlers (5 star Scores on Doors business)	Legislative	per premises	528.00	0%	513.00
More than 50 food handlers	Legislative	per premises	2,320.00	0%	2,253.00
More than 50 food handlers (5 star Scores on Doors business)	Legislative	per premises	1,588.00	0%	1,542.00
Charitable/Not for Profit	Zero	per premises	0.00	0%	0.00

Environmental Auditing/Inspection Fee

(includes audit inspections of underground petroleum storage tanks)

Fee	Full Cost	per inspection	261.00	0%	250.00
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Water Cooling, Evaporative Cooling and Warm Water Systems

Cooling Water System Sampling fee	Partial Cost	per sample	130.00	0%	124.00
Inspection fee - cooling water system	Partial Cost	per inspection, per cooling water system	323.00	0%	309.00
Audit Certificate Submission fee	Full Cost	per certificate	120.00	0%	115.00
Risk Management Plan Certificates Submission Fee	Full Cost	per certificate	120.00	0%	115.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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REGULATORY

HEALTH APPROVALS

Mobile Food Vending Approval Fees

Food Truck

Food Truck Application Fee	Full Cost	per application, per annum	600.00	0%	600.00
Assessment of Mutual Recognition Request (one truck per request)	Full Cost	per request, per annum	120.00	0%	N/A

Food Van

Food Van Application Fee	Full Cost	per application, per annum	400.00	0%	400.00
Assessment of Mutual Recognition Request (one van per request)	Full Cost	per request, per annum	120.00	0%	N/A

Temporary Health Inspection

(includes hair/beauty, and skin penetration premises)

Short Term Event

Commercial	Full Cost	per stall	111.00	0%	106.00
Community	Zero	per stall	0.00	0%	0.00
Charitable/Not for Profit	Zero	per stall	0.00	0%	0.00

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	97.00	0%	93.00
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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%	105.00
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Water Cooling, Evaporative Cooling and Warm Water Systems

Fee	Legislative	per notification	120.00	0%	120.00
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Public Swimming Pools and Spa Pools

Fee	Legislative	per notification	105.00	0%	105.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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%	821.00
Issue of Improvement Notices (Food Act) (includes initial re-inspection)	Legislative	per notice	565.00	0%	565.00
Issue of Improvement Notices and Prohibition Orders - Regulated Systems	Legislative	per notice	665.00	0%	650.00
Issue of Improvement Notices and Prohibition Orders - Swimming Pools, Spa's and Skin Penetration Premises	Legislative	per notice	309.00	0%	302.00
Certificate of Clearance fee (required to lift a Prohibition Order)	Legislative	per certificate	500.00	0%	255.00

SUPPLY OF INFORMATION

Notices or Orders

Viewing	Zero	per page	0.00	0%	0.00
Photocopying - A4 size	Partial Cost	per page	2.00	0%	2.00

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%	0.00
Photocopying - A4 size	Partial Cost	per page	2.00	0%	2.00

Food Hygiene Education Course

No charge for this course - not accredited trainers

Fee	Zero	per person	0.00	10%	0.00
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Fire Safety and Egress Notices

Viewing	Zero	per page	0.00	0%	0.00
Photocopying - A4 copies	Partial Cost	per page	2.00	0%	2.00

Enquiry re Fire Safety of Property Requiring Inspection

Fee	Partial Cost	per application	585.00	10%	560.00
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ESSENTIAL SERVICES

Annual Fire Safety Statement

Annual fire safety statement review and inspection	Partial Cost	per application	517.00	10%	495.00
Annual Fire Safety Statement Administration fee	Partial Cost	per statement	142.00	0%	90.50
Reissue of a Fire Safety Schedule - correction of errors or omissions	Partial Cost	per application	460.00	0%	440.00
Replacement of a Fire Safety Schedule	Partial Cost	per application	56.00	0%	54.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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REGULATORY

UNATTENDED PROPERTY IN PUBLIC SPACES

Class 1 unattended items

Personal items

Transportation, Storage and Serving of Notice	Partial Cost	per item	124.00	0%	119.00
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Class 2 unattended items

Shared device

Transportation, Storage and Serving of Notice	Partial Cost	per item	248.00	0%	237.00
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Class 3 unattended items

Motor Vehicles

Transportation and Serving of Notice	Partial Cost	per item	479.00	0%	458.00
Storage fee	Partial Cost	per day	22.00	0%	22.00

IMPOUNDED ANIMALS

Cost of Release

As per contract	Full Cost	per animal	Fee	0%	Fee
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CAT TRAP HIRE

Security Deposit

Fee	Security Deposit	per hire	100.00	0%	100.00
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Trap Hire Fees

Resident

1 to 7 days	Market	per hire	15.00	10%	15.00
8 or more days	Market	per day	8.00	10%	8.00

Pensioner

Pensioner	Zero	per hire	0.00	10%	0.00
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REPLACEMENT PERMITS

Replacement permit - 12 month permit	Market	per permit	8.00	0%	8.00
Replacement permit - 3 month permit	Market	per permit	8.00	0%	8.00

PREMISES NUMBERS

Application fee for premises numbers other than those assigned

CBD	Full Cost	per permit	255.00	0%	255.00
Non-CBD	Full Cost	per permit	181.00	0%	181.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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. Dogs or cats are required to be registered by 12 weeks of age, or when sold (if this occurs prior to 12 weeks of age).

Entire Animal (not desexed)

Registration Fee - Dog - not desexed	Legislative	per animal	80.00	0%	80.00
Registration Fee - Dog - not desexed	Legislative	per animal	189.00	0%	189.00
Registration Fee - Cat - not desexed	Legislative	per animal	70.00	0%	70.00
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.					

Entire Animal - not desexed on veterinary recommendation

A letter recommending exemption from desexing prior to registration is required from a veterinarian. If an exemption is not recommended, an additional registration fee is required for dogs, and an annual permit fee is required for cats.

Registration Fee - Dog - not desexed (per recommendation)	Legislative	per animal	80.00	0%	80.00
Registration Fee - Cat - not desexed (per recommendation)	Legislative	per animal	70.00	0%	70.00

Desexed Animal

Registration Fee - Desexed Dog	Legislative	per animal	80.00	0%	80.00
Registration Fee - Desexed Cat	Legislative	per animal	70.00	0%	70.00

Reduced Fees for Eligible Pensioners

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. If an exemption is not recommended, standard registration and permit fees applicable to non-desexed animals are charged.

Resident Pensioners

Registration Fee First Animal (Dog/Cat)	Zero	per animal	0.00	0%	0.00
Registration Fee Additional Dog/Cat	Partial Cost	per animal	10.00	0%	10.00

Non-Resident Pensioners

For non-resident pensioners, the legislated registration fee applies.

Registration Fee - Dog	Legislative	per animal	35.00	0%	35.00
Registration Fee - Cat	Legislative	per animal	35.00	0%	35.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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. Dogs or cats are required to be registered by 12 weeks of age, or when sold (if this occurs prior to 12 weeks of age).

Reduced Fees for desexed animals purchased from an eligible pound or shelter

Registration Fee - Dog	Legislative	per animal	0.00	0%	0.00
Registration Fee - Cat	Legislative	per animal	0.00	0%	0.00

Reduced Fees for Recognised Breeders

Registration Fee - Dog	Legislative	per animal	80.00	0%	80.00
Registration Fee - Cat	Legislative	per animal	70.00	0%	70.00

Reduced Fees for Working Dogs

Registration Fee - Working Dog	Legislative	per animal	0.00	0%	0.00
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Reduced Fees for Service Dogs

Registration Fee - Dog in the Service of the State	Legislative	per animal	0.00	0%	0.00
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Reduced Fees for Assistance Animals

Registration Fee - Assistance Animal	Legislative	per animal	0.00	0%	0.00
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Late Fees

Where the applicable registration fee is not paid within 28 days of the required period.	Legislative	per animal	23.00	0%	23.00
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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 members of recognised breeding bodies, 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%	99.00
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Dogs

Annual Permit Fee - Dog of restricted breed	Legislative	per animal	236.00	0%	236.00
Annual Permit Fee - Dog declared dangerous	Legislative	per animal	236.00	0%	236.00

Late Fees

Where the applicable permit fee is not paid within 28 days of the required period.	Legislative	per animal	23.00	0%	23.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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REGULATORY

COMPANION ANIMALS

Desexing Fees

Available to Eligible Pensioners, and Health Care Card Holders

Subsidised Cat Desexing (male/female)	Partial Cost	per cat	62.00	10%	59.00
Subsidised Dog Desexing (male)	Partial Cost	per dog	158.00	10%	151.00
Subsidised Dog Desexing (bitch)	Partial Cost	per dog	217.00	10%	208.00

Certificates of Compliance

Certificate of Compliance - Enclosures	Legislative	per certificate	155.00	0%	150.00
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Reviews

Review of Menacing/Dangerous Dog Declaration	Partial Cost	per declaration	376.00	0%	360.00
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BUSKING APPROVALS

Permit Fees

Annual permit (expiry: 12 months from date applied for)	Market	per permit	52.00	0%	50.00
Quarterly permit (3 monthly)	Market	per permit	15.00	0%	15.00
Special busking permit safety review	Market	per permit	114.00	0%	111.00

TREE INSPECTIONS

Application for tree removal, inspection/approval

Fee	Partial Cost	per approval	98.00	0%	98.00
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STREET TREE PLANTING FOR DEVELOPMENT

Supply of trees

Fees include supply of tree, planting, and establishment maintenance

400 litre trees	Market	each	3,500.00	0%	3,500.00
200 litre trees	Market	each	2,200.00	0%	2,200.00
100 litre trees	Market	each	1,800.00	0%	1,800.00
Palm tree (5 metres tall)	Market	each	13,500.00	0%	N/A

Removal of defected trees

(including related tree base maintenance work)

Removal of defected newly planted tree (including related tree base maintenance)	Market	each	390.00	0%	N/A
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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	439.00	0%	420.00
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HOARDINGS AND HOISTING

Application, amendment and extensions of approvals for the erection of construction-related temporary structures on the public way

Application Fees

Application - Type A Hoarding	Full Cost	per application	439.00	0%	420.00
Application - Type B Hoarding	Full Cost	per application	862.00	0%	825.00
Application - Temporary Structures	Full Cost	per application	433.00	0%	N/A

Other Fees

Amendment and extension of an approval	Full Cost	per application	439.00	0%	420.00
Administration fee - minor change to an approval	Full Cost	per request	100.00	0%	N/A
Refunding of a fee prior to the expiry of an approval	Full Cost	per application	439.00	0%	420.00
Inspection Fee (including pre-approval or site establishment inspection fee, inspection of graphics)	Market	per inspection	410.00	0%	398.00
Neighbour notification for hoardings over laneways or referral to another authority (TransDev, Light Rail)	Full Cost	per application	288.00	0%	276.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CONSTRUCTION REGULATION

HOARDINGS AND HOISTING

Hoarding Occupation Fee - Hoardings

"A" Type Hoardings

Without Traffic Barrier

Outside City Centre	Full Cost	per lineal metre, per week	10.00	0%	9.20
City Centre	Full Cost	per lineal metre, per week	13.00	0%	12.39

With Traffic Barrier Along the Kerb line

Outside City Centre	Full Cost	per lineal metre, per week	11.11	0%	10.78
City Centre	Full Cost	per lineal metre, per week	16.00	0%	15.38

"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	per lineal metre, per week	13.00	0%	12.39
City Centre	Full Cost	per lineal metre, per week	18.00	0%	17.42

With Single Storey Site Sheds - single row

Outside City Centre	Full Cost	per lineal metre, per week	19.00	0%	18.17
City Centre	Full Cost	per lineal metre, per week	35.00	0%	33.33

With Single Storey Site Sheds - double row

Outside City Centre	Full Cost	per lineal metre, per week	38.00	0%	36.33
City Centre	Full Cost	per lineal metre, per week	70.00	0%	66.69

With Double Storey Site Sheds - Single row

Outside City Centre	Full Cost	per lineal metre, per week	37.00	0%	35.29
City Centre	Full Cost	per lineal metre, per week	52.00	0%	49.67

With Double Storey Site Sheds - Double row

Outside City Centre	Full Cost	per lineal metre, per week	74.00	0%	70.68
City Centre	Full Cost	per lineal metre, per week	104.00	0%	99.90

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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CONSTRUCTION REGULATION

HOARDINGS AND HOISTING

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, per week	17.00	0%	16.50
Zone 2 - All other areas (non-City Centre)	Market	per m2, per week	8.50	0%	8.25

Performance Bond for Hoarding on Footway

Minimum \$10,000 / Maximum \$100,000

"A" Type Hoardings

Non-granite paving	Zero	per m2 of coverage	0.00	0%	0.00
Granite paving - minor works only (subject to the installation of protective coverings complying with the City's Hoarding & Scaffolding Guidelines)	Zero	per m2 of coverage	0.00	0%	0.00
Granite paving (without protective coverings)	Security Deposit	per m2 of coverage	791.00	0%	768.00

"B" Type Hoardings

Non-granite paving	Security Deposit	per lineal metre	1,578.00	0%	1,532.00
Granite paving	Security Deposit	per m2 of coverage	791.00	0%	768.00

Compounds

Non-granite paving	Security Deposit	per lineal metre	1,578.00	0%	1,532.00
Granite paving	Security Deposit	per m2 of coverage	791.00	0%	768.00

BARRICADES

Placement on Footway

Fee	Market	per week or part thereof	114.00	0%	110.00
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Emergency Barricades and Lights

Initial attendance (call-out)	Full Cost	each	400.00	0%	383.00
Time charge on site	Full Cost	per hour	79.00	0%	75.93

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CONSTRUCTION REGULATION

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	225.00	0%	218.00
Usage Fee for the City's Contractors	Market	per day or part thereof	225.00	0%	218.00
Fee to amend application	Market	per amendment	225.00	0%	218.00

Hoisting activity over roadway from site installed devices, cranes, personnel hoist, materials hoist, swinging stage, master climber etc

Fee	Market	per application	433.00	0%	420.00
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Crane and Other Road Operations - Involving Temporary Partial Road Closure

Major road lane closure - per lane	Market	per day or part thereof	1,458.00	0%	1,415.00
Minor road lane closure - per lane	Market	per day or part thereof	717.00	0%	696.00
Minor road lane closure - single residential dwelling only	Market	per day or part thereof	251.00	0%	243.00

TEMPORARY FOOTPATH CROSSINGS

Standard Footway Crossing or Standard Conduit Ramp

(in accordance with the City's specification and constructed to the City's satisfaction)

Fee	Market	per week or part thereof	114.00	0%	110.00
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Standard Footway Crossing or Standard Conduit Ramp - for purpose of cleaning grease traps

(in accordance with the City's specification and constructed to the City's satisfaction)

Per week or part thereof	Partial Cost	per approval	105.00	0%	100.00
Per month or part thereof	Partial Cost	per approval	184.00	0%	176.00
Per year or part thereof	Partial Cost	per approval	698.00	0%	668.00

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, per week	17.00	0%	16.50
Zone 2 - All other areas (non-City Centre)	Market	per m2, per week	8.50	0%	8.25

Mobile scaffolds, concrete line pumps, ladders, abseil/rope access etc

Fee	Market	per week or part thereof	114.00	0%	110.00
Fee to amend application	Market	per week or part thereof	114.00	0%	110.00
Loading/Unloading - single residential properties only	Market	per week or part thereof	337.00	0%	327.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CONSTRUCTION REGULATION

CONSTRUCTION-RELATED CONSULTATION

Construction-Related Professional Advice

Initial site establishment / project tender meetings	Market	per meeting	300.00	10%	N/A
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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%	2000.00 - 20000.00
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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	1,151.00	0%	1,117.00
All other sizes exceeding above dimensions:	Market	per container	1,727.00	0%	1,676.00

WORKS ZONES

See Ticket Parking Section for Parking Meter Space Removal Fees

Deposit

Security Deposit - all applications	Security Deposit per site		32,340.00	0%	31,400.00
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Fees

Application Fee (non refundable)	Full Cost	per application	2,080.00	0%	1,990.00
Invoice Amendment Fee (non refundable)	Full Cost	per invoice amendment	237.00	0%	227.00

Consultant Advice

Fee (recovery of the City's costs plus 10% administration fee)	Full Cost	per occasion	Fee	0%	Fee
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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.

Works Zone - Core Area	Market	per lineal metre, per week	184.00	0%	201.00
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Standard Works Zones

(outside Core Area)

Note - any fee increase approved by Council shall apply to existing and new Works Zones.

Works Zone - standard	Market	per lineal metre, per week	110.00	0%	132.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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PROPERTIES, ROADS AND FOOTWAYS

FOOTWAY AND ROADWAY USAGE APPROVALS (including outdoor eateries)

Existing approvals for use of footway and roadway areas

Rental fee for use of footway and roadway areas	Zero	per m2, per annum	0.00	0%	0.00
Administration Fee	Zero	per application	0.00	0%	0.00
Security Deposit - Footway Rental Fee	Zero	per licence	0.00	0%	0.00

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%	0.00
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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	Zero	as specified in approval	Fee	10%	Fee
Contribution to permanent outdoor dining works	Partial Cost	per site	Fee	10%	Fee

LICENCE FOR AIRSPACE ABOVE PUBLIC DOMAIN

Set by negotiation, based on specifics of the application

Commercial - main streets

Fee	Market	per m2, per week	Fee	10%	Fee
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Commercial - other streets

Fee	Market	per m2, per week	Fee	10%	Fee
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ROAD CLOSURE AND SALE

Application Fee

In addition to the application fee, an additional fee may be charged, to recover costs incurred by the City to process the application

Fee	Partial Cost	per application	10,725.00	0%	9,750.00
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Additional Fee

This additional fee is based on the costs incurred by the City to process the application

Recoverable Fees (advertising, valuation etc)	Partial Cost	per application	Fee	0%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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PROPERTIES, ROADS AND FOOTWAYS

LEASES and CONSENTS

- under sections 153,149 and 138 of the Roads Act 1993

Road Leasing Fees

Rental Charge	Market	per annum	Fee	10%	Fee
Application Fee	Partial Cost	per application	5,830.00	10%	5,580.00

Stratum Leasing Fees for Airspace above or Tunnel below Roads

Rental Charge	Market	per annum	Fee	10%	Fee
Recoverable Fees (advertising, valuation, etc)	Market	per application	Fee	10%	Fee

Consent under S.138 Roads Act

Applicable to all S.138 consents, with the exception of Public Art

Rental Charge	Market	per annum	Fee	10%	Fee
Recoverable Fees (advertising, valuation, etc)	Market	per application	Fee	10%	Fee

Renewals

Application Fee	Partial Cost	per application	3,740.00	10%	3,580.00
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Assignment & Sub-lease

Application Fee	Partial Cost	per application	865.00	10%	830.00
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STREET VENDING CONSENT

- under section 139 of the Roads Act 1993

Administration

Fee	Partial Cost	per application	1,296.00	0%	1,240.00
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Rental Charge

Fee	Market	per annum	Fee	0%	Fee
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Recoverable Fees (advertising, valuation etc)

Fee	Market	per application	Fee	0%	Fee
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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%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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PROPERTIES, ROADS AND FOOTWAYS

TEMPORARY ACCESS OVER COUNCIL LAND

Work / Storage Compound Area

Where access to Council land involves the forming of a work/storage compound area. Please refer to the map in the City's Hoarding and Scaffolding Guidelines, for information regarding the applicable zone.

Zone 1 - City Centre	Market	per m2, per week	17.00	10%	16.50
Zone 2 - All other areas (non-City Centre)	Market	per m2, per week	8.50	10%	8.25

Vehicle Access to Site

Where access to Council land involves the entry of vehicles or plant onto Council land.

Standard Vehicle Entry (e.g.: maintenance vehicles)	Market	per vehicle	185.00	10%	180.00
Heavy Goods Vehicle/Crane Entry fee	Market	per vehicle	1,390.00	10%	1,344.00
Removal of Bollards, opening of gates for vehicle entry and closure	Market	per occasion	170.00	10%	165.00

Public Domain Damage Bond

Where access to Council land requires a bond to be held against potential damage to the public domain (including but not limited to roads and footways, kerbs and gutters, trees, plantings, and turfed areas).

The applicable charges are listed in the 'Public Domain Charges' section of this Schedule of Fees and Charges.

Public Domain Damage Bond - roadway/footway	Security Deposit	per m2	Fee	0%	Fee
Public Domain Damage Bond - kerb and/or gutter	Security Deposit	per lineal metre	Fee	0%	Fee
Public Domain Damage Bond - Planted or Grassed Area	Security Deposit	per m2	Fee	0%	Fee
Public Domain Damage Bond - Trees	Security Deposit	each	Fee	0%	Fee
Public Domain Damage Bond - Other	Security Deposit	subject to assessment	Fee	0%	Fee

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	319.00	0%	290.00
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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	1,617.00	0%	1,470.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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	13.00	0%	12.50
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Pipelines - Other than stormwater (up to 20 metres)

Up to 0.1m in diameter and up to 20m in length	Market	per annum	268.00	0%	260.00
Between 0.1m and 0.2m in diameter and up to 20m in length	Market	per annum	535.00	0%	520.00
Over 0.2m in diameter and up to 20m in length	Market	per annum	804.00	0%	780.00
Additional pipelines within same excavation	Market	per metre, per annum	7.00	0%	6.40

Cables & Conduits (up to 20 metres)

Fee	Market	per annum	429.00	0%	390.00
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Pipelines, Cables and Conduits (greater than 20 metres)

Underground	Market	per metre, per annum	1.40	0%	1.30
Above ground	Market	per metre, per annum	2.70	0%	2.60

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%	Fee
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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	6.60	0%	6.40
Installation of supply authority meters in City owned meter cabinet	Market	per meter cabinet, per annum	355.00	0%	345.00
Other structures	Market	per annum	Fee	0%	Fee

FILLER BOX / FILLER LINES

Annual Licence Fee

Existing Installations Only	Market	per licence	196.00	0%	190.00
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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	80.00	0%	77.50
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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ROADS MANAGEMENT

TEMPORARY ROAD CLOSURES FOR CONSTRUCTION WORKS AND MOBILE CRANES

Application Fees (non-refundable)

Application Fee	Market	per approval	2,070.00	0%	2,010.00
Deferred Date Application Fee	Market	per approval	1,140.00	0%	1,110.00

Road Closure Fees

Major Road - Temporary full closure per block (full day rate)	Market	per lane, per day	2,260.00	0%	2,190.00
Minor road - Temporary full closure per block (full day rate)	Market	per lane, per day	1,140.00	0%	1,110.00

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%	25.00%
4 hours to less than 8 hours	Market	per closure	50.00%	0%	50.00%
8 hours to less than 12 hours	Market	per closure	75.00%	0%	75.00%
12 hours to less than 24 hours	Market	per closure	100.00%	0%	100.00%
24 hours or more	Market	per closure	pro rata	0%	pro rata

USER PAYS SIGNPOSTING (excluding Works Zones)

Administration Charge

Per street block	Full Cost	per approval	350.00	0%	335.00
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Signposting Cost

As per tender rates	Full Cost	per item	Fee	0%	Fee
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Urgent Installation Fee

Less than 14 days	Full Cost	per approval	137.00	0%	131.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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%	800.00
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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%	0.00
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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%	400.00
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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%	0.00
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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	244.00	0%	237.00
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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%	0.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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%	95.00
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space, per half day	47.50	0%	47.50
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space, per day	65.00	0%	65.00
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space, per half day	32.50	0%	32.50

ROAD CLOSURE VENUE HIRE FEES

Where a closed road surface is used as an event space for infrastructure and patrons

Road Closure Venue Hire Fees

Commercial and Private Users

Commercial and Private Users	Market	per hour, per location	79.00	10%	77.00
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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%	0.00
Non-commercial, informative or artistic installations and activities	Zero	per hour, per location	0.00	10%	0.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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

Commercial and Private Users

Full Road Closure	Market	per application	875.00	10%	850.00
Partial Road Closure	Market	per application	440.00	10%	425.00

Non-Commercial Users

(includes Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities and Non-Commercial Community Applicants)

Full Road Closure	Zero	per application	0.00	10%	0.00
Partial Road Closure	Zero	per application	0.00	10%	0.00

Road Closure Fees

Commercial and Private Users

Road Closure Fees	Full Cost	per lane, per hour	23.00	10%	22.00
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Non-Commercial Users

(includes Registered NFP Organisations, Charities, Public Schools, Government Agencies conducting non-commercial activities and Non-Commercial Community Applicants)

Road Closure Fees	Zero	per lane, per hour	0.00	10%	0.00
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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%	Fee
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OVERSIZE AND OVER MASS VEHICLE ACCESS

Pavement Assessment (recovery of the City's costs)	Full Cost	per application	Fee	0%	Fee
Route Assessment	Partial Cost	per application	317.00	0%	303.00

MISCELLANEOUS

Driveway Linemarking

Driveway Holding Lines	Market	per driveway	370.00	0%	360.00
Painted Chevron (recovery of the City's costs)	Full Cost	per driveway	Fee	0%	Fee

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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 linear metre 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	965.00	0%	935.00
Asphalt or Concrete Footway	Security Deposit	per m2	440.00	0%	428.00
Stone, Brick or Concrete Paver Roadway	Security Deposit	per m2	965.00	0%	935.00
Asphalt Surfaced Roadway with Concrete Base	Security Deposit	per m2	805.00	0%	781.00
Asphalt Surfaced Roadway with DGB Roadbase	Security Deposit	per m2	560.00	0%	542.00
Concrete Roadway	Security Deposit	per m2	660.00	0%	641.00
Strip and Resurface Asphalt Roadway	Security Deposit	per m2	380.00	0%	371.00
Concrete Kerb & Gutter	Security Deposit	per lineal metre	560.00	0%	542.00
Concrete Gutter Only	Security Deposit	per lineal metre	335.00	0%	327.00
Concrete Kerb Only	Security Deposit	per lineal metre	220.00	0%	216.00
Stone Kerb	Security Deposit	per lineal metre	830.00	0%	807.00
Planted or Grassed Area	Security Deposit	per m2	130.00	0%	129.00
Trees	Security Deposit	each	1,740.00	0%	1,692.00

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%	Fee
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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	515.00	0%	498.00
Asphalt or Concrete	Security Deposit	per m2	230.00	0%	225.00

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 lineal metre	900.00	0%	879.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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 Inspections for S138/S139 Roads Act Approvals

Inspection Fee - Works in the public domain - S138/S139 Roads Act Approvals

Fee based on the cost of public domain works.

Not Exceeding \$10,000	Partial Cost	per application	1,450.00	0%	1,383.00
Greater than \$10,000, and up to \$50,000	Partial Cost	per application	2,675.00	0%	2,550.00
Greater than \$50,000, and up to \$250,000	Partial Cost	per application	5,325.00	0%	5,093.00
Greater than \$250,000, and up to \$500,000	Partial Cost	per application	13,300.00	0%	12,730.00
Greater than \$500,000, and up to \$1,000,000	Partial Cost	per application	21,275.00	0%	20,368.00
Greater than \$1,000,000, and up to \$2,000,000	Partial Cost	per application	31,925.00	0%	30,553.00
Greater than \$2,000,000, and up to \$5,000,000	Partial Cost	per application	44,350.00	0%	42,432.00
Greater than \$5,000,000	Partial Cost	per application	49,675.00	0%	47,526.00
Additional charge over \$5,000,000	Partial Cost	per \$1M, over \$5M	2,650.00	0%	2,550.00

Public Domain Inspection - Subdivision Works and Construction Certificates

Inspection Fee - works associated with land dedication

Fee based on cost of subdivision and associated works.

Not exceeding \$10,000	Partial Cost	per application	1,450.00	0%	1,383.00
Greater than \$10,000, and up to \$50,000	Partial Cost	per application	2,675.00	0%	2,550.00
Greater than \$50,000, and up to \$250,000	Partial Cost	per application	5,325.00	0%	5,093.00
Greater than \$250,000, and up to \$500,000	Partial Cost	per application	13,300.00	0%	12,730.00
Greater than \$500,000, and up to \$1,000,000	Partial Cost	per application	21,275.00	0%	20,368.00
Greater than \$1,000,000, and up to \$2,000,000	Partial Cost	per application	31,925.00	0%	30,553.00
Greater than \$2,000,000, and up to \$5,000,000	Partial Cost	per application	44,350.00	0%	42,432.00
Greater than \$5,000,000	Partial Cost	per application	49,675.00	0%	47,526.00
Additional charge over \$5,000,000	Partial Cost	per \$1M, over \$5M	2,650.00	10%	2,550.00

Review of Subdivision Works Documentation

Application Fee - Notice of Public Domain Subdivision Work and PC Review of All Construction Certificate Documentation	Partial Cost	per application	750.00	10%	720.00
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Review of non-conforming works

Applicable where a non-conformance report is required.

Non-conformance report review fee	Partial Cost	per inspection	1,100.00	0%	1,063.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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	900.00	0%	868.00
Peer Review Fee	Market	per application	2,900.00	10%	2,820.00
Additional peer review to reflect requested amendments or updates to approved plans	Partial Cost	per review	610.00	10%	585.00
Security Bond (required if an underground connection into the City's stormwater pit is approved)	Security Deposit	per connection	15,100.00	0%	14,665.00

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 linear metres frontage)

Application fee (assessment of application)	Partial Cost	per street frontage	365.00	0%	350.00
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Multi-unit residential, larger commercial or industrial property (greater than 9 linear metres frontage)

Application fee (assessment of application)	Partial Cost	per street frontage	750.00	0%	720.00
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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 linear metres frontage)

Application fee (assessment of application)	Partial Cost	per street frontage	365.00	0%	350.00
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Multi-unit residential, larger commercial or industrial property (greater than 9 linear metres frontage)

Application fee (assessment of application)	Partial Cost	per street frontage	750.00	0%	720.00
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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)	Partial Cost	per connection	750.00	0%	720.00
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Note: an additional fee for the preparation of a positive covenant is chargeable in all cases (see Legal Document Preparation Fees)

Security Bond (required if no other public domain bond is held for damage or works)	Security Deposit	per connection	15,100.00	0%	14,665.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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PUBLIC DOMAIN CHARGES

SECTION 138/139 ROADS ACT - INSTALLATION OF TEMPORARY GROUND ANCHORS IN THE ROAD RESERVE

Application Fee

Based on the cost of work for temporary ground anchors in the City's footway or roadway

Not exceeding \$10,000

Fee	Market	per application	745.00	0%	720.00
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Greater than \$10,000, and up to \$100,000

Fee plus	Market	per application	745.00	0%	720.00
In excess of \$10,000	Market	per \$1,000 over \$10,000	7.30	0%	7.06

Greater than \$100,000, and up to \$500,000

Fee plus	Market	per application	1,425.00	0%	1,355.40
In excess of \$100,000	Market	per \$1,000 over \$100,000	3.65	0%	3.53

Greater than \$500,000, and up to \$1,000,000

Fee plus	Market	per application	2,900.00	0%	2,767.40
In excess of \$500,000	Market	per \$1,000 over \$500,000	3.65	0%	3.53

Exceeding \$1,000,000

Fee plus	Market	per application	4,725.00	0%	4,532.40
In excess of \$1,000,000	Market	per \$1,000 over \$1,000,000	3.65	0%	3.53

Inspection Fee

Fee	Partial Cost	per application	425.00	0%	407.00
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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	8,800.00	0%	8,540.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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DRIVEWAY, ROADWAY, FOOTWAY AND KERB AND 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	300.00	0%	146.00
Road Opening Permit Fee - amended application	Market	per application	150.00	0%	N/A

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)

Security Deposit - calculated as 100% of the Restoration Charge fee charged where works are undertaken by the City - refer to Restoration Charges listed below.	Security Deposit	per permit	Fee	0%	Fee
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Inspections by the City

Inspection of restoration work performed by applicant or their contractors

Standard Inspection - Restorations	Market	per restoration	550.00	0%	525.00
Additional Inspections - Restorations	Market	per inspection	340.00	0%	330.00

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	3,320.00	0%	3,220.00
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Inspections by the City

Inspection of restoration work performed by applicant or their contractors

Standard Inspection - Driveway (Inspections involve confirmation of construction requirements and carrying out of site inspections. This fee is charged for all works undertaken)	Market	per inspection	1,200.00	0%	1,030.00
Additional Site Inspections - Driveway (applicable for corrective works)	Market	per inspection	340.00	0%	330.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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 linear metre.
- 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	1,800.00	10%	1,640.00
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Construct Driveway

Stone, Brick or Concrete Pavers on a Reinforced Concrete Base (excluding paver supply)	Market	per m2	1,290.00	10%	1,120.00
Concrete Driveway	Market	per m2	760.00	10%	660.00

FOOTWAY

Construct Footway

Concrete Footway	Market	per m2	470.00	10%	410.00
Asphalt Footway & FCR Roadbase	Market	per m2	370.00	10%	320.00
Asphalt Footpath with Concrete Base	Market	per m2	750.00	10%	655.00
Strip & Resurface Asphalt Footway (no base repairs)	Market	per m2	270.00	10%	235.00

KERB AND GUTTER

Re-lay Kerb Stone (excluding kerb stone supply)

Re-lay Kerb Stone	Market	per lineal metre	930.00	10%	810.00
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Supply Kerb Stones

Bluestone / Sandstone	Market	per lineal metre	435.00	10%	420.00
Granite	Market	per lineal metre	1,230.00	10%	1,190.00
Trachyte	Market	per lineal metre	1,960.00	10%	1,900.00

Construct Kerb and Gutter

Concrete Gutter / Concrete Kerb	Market	per lineal metre	425.00	10%	370.00
Concrete Kerb and Gutter	Market	per lineal metre	700.00	10%	610.00
Stormwater Drainage Outlet in Kerbstone	Market	per outlet	740.00	10%	640.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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 lineal metre.
- 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	1,470.00	10%	1,275.00
Concrete Roadway (including dowelling)	Market	per m2	950.00	10%	825.00
Asphalt Roadway & FCR Roadbase	Market	per m2	660.00	10%	575.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & 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 lineal metre.
- 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	300.00	0%	146.00
Road Opening Permit Fee - amended application	Market	per application	150.00	0%	N/A

Security Deposit

Deposits will be refunded or invoices issued when the temporary reinstatement complies with the City's Road Opening Permit conditions, and the cost of the permanent reinstatement has been determined.

Security Deposit	Security Deposit per permit	3,320.00	0%	3,220.00
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Site Establishment Fee

Site Establishment Fee	Partial Cost	per site	418.00	10%	400.00
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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	245.00	0%	236.00
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DRIVEWAY

Restore Driveway

Stone, Brick or Concrete Pavers on a Reinforced Concrete Base	Market	per m2	1,150.00	10%	1,120.00
Concrete Driveway	Market	per m2	680.00	10%	660.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & 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 lineal metre.
- 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	420.00	10%	410.00
Asphalt Footway & FCR Roadbase	Market	per m2	330.00	10%	320.00
Asphalt Footpath with Concrete Base	Market	per m2	670.00	10%	655.00
Strip & Resurface Asphalt Footway (no base repairs)	Market	per m2	240.00	10%	235.00
S/S Gutter Bridge with heelproof grate	Market	per m2	3,080.00	10%	2,990.00

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	2,990.00	10%	2,900.00
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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	36.00	0%	35.00
Warning Tactile (Disc)	Market	per disc	6.20	0%	6.00

Associated Restoration Works

Garden / Grassed / Crushed Granite Area	Market	per m2	300.00	10%	290.00
Softfall / Tree Surround (Terrabond or similar material)	Market	per m2	570.00	10%	550.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & 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 lineal metre.
- 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 lineal metres) 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 lineal metre	830.00	10%	810.00
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Supply Kerb Stones

Bluestone / Sandstone	Market	per lineal metre	435.00	10%	420.00
Granite	Market	per lineal metre	1,230.00	10%	1,190.00
Trachyte	Market	per lineal metre	1,960.00	10%	1,900.00

Construct Kerb and Gutter

Concrete Kerb / Concrete Gutter (may include Unreinforced Dish Gutter up to 900mm wide)	Market	per lineal metre	380.00	10%	370.00
Concrete Kerb & Gutter	Market	per lineal metre	630.00	10%	610.00
Extended Kerb Inlet (recovery of the City's costs to supply and install)	Full Cost	each	Fee	10%	Fee
Stormwater Drainage Outlet in Kerbstone	Market	per outlet	660.00	10%	640.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & 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 lineal metre.
- 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	1,310.00	10%	1,275.00
Concrete Roadway (including dowelling)	Market	per m2	850.00	10%	825.00
Asphalt Roadway & FCR Roadbase	Market	per m2	590.00	10%	575.00
Strip & Resurface Asphalt Roadway (no base repairs)	Market	per m2	420.00	10%	410.00
Stencilling of Concrete or Asphalt	Market	per m2	120.00	10%	115.00

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	Market	per lineal metre	270.00	10%	260.00
Supply & Installation	Market	per installation	15,230.00	10%	14,790.00

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	72.00	10%	70.00
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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 lineal metre	36.00	0%	35.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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RESTORATION CHARGES FOR DRIVEWAYS, ROADWAYS, FOOTWAYS, KERB & 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 lineal metre.
- 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	920.00	10%	890.00
Re-lay Stone, Brick or Concrete Pavers and Reseal Pavers where no base repairs are required (excluding paver supply)	Market	per m2	570.00	10%	550.00
Supply Replacement Stone Pavers	Market	per m2	610.00	10%	590.00
Supply Replacement Brick or Concrete Pavers	Market	per m2	130.00	10%	125.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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 specified as a restoration or construction charge)	Market	per site	Fee	10%	Fee
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Supply, Installation and Removal of Street Furniture

(including removal, storage and re-installation/repositioning, and associated utilities works)

Supply, installation and removal (assessed on a commercial basis)	Full Cost	per works request	Fee	0%	Fee
Temporary removal of bollards (unlock, remove and reinstate)	Full Cost	per site	167.00	0%	160.00

Other Infrastructure Charges

Supply and lay a stormwater downpipe connection (property to kerb)	Market	per metre	335.00	10%	325.00
Cleaning and sealing of granite or other types of pavers	Market	per m2	63.00	10%	61.00
Reset of private service access lids installed above/below finished service level	Market	each	740.00	10%	720.00

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	580.00	10%	560.00
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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%	Fee
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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%	Fee
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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	per works request	Fee	0%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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	2,916.00	0%	2,790.00
Administration Fee (for minor changes to bays i.e.: change of operator)	Partial Cost	per bay	564.00	0%	540.00
Removal of a Car Share space (recovery of the City's costs)	Full Cost	per bay	Fee	0%	Fee
Replacement Annual Car Share Permit	Partial Cost	per permit, per year	31.00	0%	30.00
Parking Space Levy (recovery of the City's costs)	Full Cost	per bay	Fee	0%	Fee
Car Share Annual Permit Fee	Partial Cost	per permit, per year	250.00	0%	194.00
New Car Share Operator Application Fee	Partial Cost	per application	2,022.00	0%	1,935.00

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	4,368.00	0%	4,180.00
Administration Fee (for minor changes to bays i.e.: change of operator)	Partial Cost	per two bays	941.00	0%	900.00
Removal of an Electric Vehicle space (recovery of the City's costs)	Full Cost	per two bays	Fee	0%	Fee
Electric Vehicle Charging Space Annual Permit	Partial Cost	per permit, per year	408.00	0%	390.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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	50.00	0%	48.00
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	per permit	72.00	0%	69.00
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	95.00	0%	91.00
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	191.00	0%	183.00

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	100.00	0%	71.00
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	per permit	142.00	0%	106.00
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	190.00	0%	141.00
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	380.00	0%	280.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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PARKING PERMITS

RESIDENT PARKING PERMITS

Resident Parking Permit

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%	7.00
Low Environmental Impact - GVG 112-186.5 Emissions (was 3 to 3.5 stars)	Partial Cost	per permit	11.00	0%	11.00
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%	14.00
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	28.00	0%	27.00

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	30.00	0%	29.00
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	per permit	44.00	0%	42.00
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	61.00	0%	58.00
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	121.00	0%	116.00

Support Worker Parking Permit

(limit of 1 permit for each vehicle used to provide in-home care)

Support Worker Parking Permitare	Partial Cost	per permit	63.00	0%	60.00
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Carers' Parking Permit

(limit of 1 permit per household annually)

Carers' Parking Permit	Partial Cost	per permit	63.00	0%	60.00
Replacement Permit (subject to submission of statutory declaration)	Partial Cost	per permit	31.00	0%	30.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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PARKING PERMITS

RESIDENT PARKING PERMITS

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	per allotment	30.00	0%	23.00
Visitor Permit - 10 Permit annual allocation - pensioner	Partial Cost	per allotment	11.00	0%	11.00

Visitor Parking Permit - Tradespersons

(limit of six 1-week permits per household annually)

Visitor Parking Permit - Tradespersons	Partial Cost	per permit	80.00	0%	60.00
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Replacement Residential Parking Permits

(all types of residential parking permits)

Replacement Residential Parking Permit - Standard	Partial Cost	per permit	31.00	0%	30.00
Replacement Residential Parking Permit - Pensioner	Partial Cost	per permit	11.00	0%	10.00

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	100.00	0%	48.00
Low Environmental Impact - GVG Emissions 112-186.5 (was 3 to 3.5 stars)	Partial Cost	per permit	142.00	0%	69.00
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	190.00	0%	91.00
High Environmental Impact - GVG Emissions 261.2 or more (was 1.5 stars or less)	Partial Cost	per permit	380.00	0%	183.00

Replacement Business Parking Permit

Replacement Business Parking Permit	Partial Cost	per permit	31.00	0%	30.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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PARKING STATIONS

GOULBURN ST PARKING STATION

Permanent Parking

Unreserved Parking - Electric Vehicle	Market	monthly	470.00	10%	400.00
Unreserved Parking - General	Market	monthly	470.00	10%	460.00
Unreserved Parking (Resident Parking within 500 metres)	Market	monthly	470.00	10%	420.00
Reserved Parking - General	Market	monthly	620.00	10%	600.00
Unreserved Parking - Motorcycle/Moped	Market	monthly	120.00	10%	120.00

Casual Parking

Casual Parking - maximum hourly rate	Market	flat rate	14.00	10%	12.00
Casual Parking - maximum daily rate	Market	flat rate	55.00	10%	50.00

Evening Rates (entry and exit conditions apply)

Monday - Friday (maximum charge)	Market	flat rate	20.00	10%	20.00
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Weekend Parking Rates (entry and exit conditions apply)

Weekends and Public Holidays (maximum charge)	Market	flat rate	20.00	10%	20.00
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Casual Parking Meter Rates - Other Transport Modes

Motorcycle/Moped	Market	per hour	2.00	10%	2.00
Motorcycle/Moped	Market	flat rate	14.00	10%	14.00

Discount Parking

Community Groups	Market	flat rate	16.00	10%	15.00
Charity Groups	Market	flat rate	16.00	10%	15.00
Police	Market	flat rate	16.00	10%	16.00
Approved City of Sydney Contractors working at Car Park	Zero	flat rate	0.00	10%	0.00

Reduced Parking Fee - Rooftop Special (if offered)

Fee - maximum charge (entry and exit conditions apply)	Market	flat rate	22.00	10%	22.00
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Lost Ticket Fee

Monday - Sunday, Public Holidays	Market	per ticket, per day	55.00	10%	50.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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PARKING STATIONS

GOULBURN ST PARKING STATION

Bicycle Cage Hire

Bicycle Cage Hire (monthly subscription only)	Market	monthly	10.00	10%	N/A
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Electric Vehicle Charging

Electric Vehicle Charging Fee	Market	per kilowatt hour	0.65	10%	N/A
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Special Events at Parking Stations

For special events held within parking stations

Parking Rates

Weekdays - per space (maximum charge)	Market	per day	25.00	10%	25.00
Weekends - per space (maximum charge)	Market	per day	25.00	10%	20.00

Security Deposit

Security Deposit - calculated as 15% of the total hire cost (minimum: \$1,000.00)	Security Deposit	per day	Fee	0%	Fee
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Administration/Cleaning Fees

Fee (on application)	Market	per event	Fee	10%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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PARKING STATIONS

KINGS CROSS PARKING STATION

Permanent Parking

Unreserved Parking - Electric Vehicle	Market	monthly	300.00	10%	220.00
Unreserved Parking - General	Market	monthly	300.00	10%	290.00
Unreserved Parking (Resident Parking within 500 metres)	Market	monthly	300.00	10%	250.00
Reserved Parking - General	Market	monthly	360.00	10%	340.00
Unreserved Parking - Motorcycle/Moped	Market	monthly	120.00	10%	120.00

Casual Parking

Casual Parking - maximum hourly rate	Market	flat rate	12.00	10%	10.00
Casual Parking - maximum daily rate	Market	flat rate	50.00	10%	50.00

Evening Rates (entry and exit conditions apply)

Monday - Friday (maximum charge)	Market	flat rate	20.00	10%	20.00
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Weekend Parking Rates (entry and exit conditions apply)

Weekends (maximum charge)	Market	flat rate	20.00	10%	20.00
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Casual Parking - Other Transport Modes

Motorcycle/Moped	Market	per hour	2.00	10%	2.00
Motorcycle/Moped	Market	flat rate	14.00	10%	14.00

Garage Parking

Small	Market	monthly	420.00	10%	390.00
Large	Market	monthly	460.00	10%	420.00

Discount Parking

Community Groups	Market	flat rate	14.00	10%	12.00
Charity Groups	Market	flat rate	14.00	10%	12.00
Police	Market	flat rate	14.00	10%	12.00
Approved City of Sydney Contractors working at Car Park	Zero	flat rate	0.00	10%	0.00

Reduced Parking Fee - Basement Special (if offered)

Fee - maximum (entry and exit conditions apply)	Market	flat rate	20.00	10%	20.00
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Lost Ticket Fee

Monday - Sunday, Public Holidays	Market	per ticket, per day	50.00	10%	50.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.)	GST	2025/26 (\$ Fee (GST incl.)
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PARKING STATIONS

KINGS CROSS PARKING STATION

Bicycle Cage Hire

Bicycle Cage Hire (monthly subscription only)	Market	monthly	10.00	10%	N/A
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Electric Vehicle Charging

Electric Vehicle Charging Fee	Market	per kilowatt hour	0.65	10%	N/A
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Special Events at Parking Stations

For special events held within parking stations

Parking Rates

Weekdays - per space (maximum charge)	Market	per day	20.00	10%	15.00
Weekends - per space (maximum charge)	Market	per day	20.00	10%	15.00

Security Deposit

Security Deposit - calculated as 15% of the total hire cost (minimum: \$1,000.00)	Security Deposit	per day	Fee	0%	Fee
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Administration/Cleaning Fees

Fee (on application)	Market	per event	Fee	10%	Fee
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180 GEORGE ST SYDNEY

Bicycle Parking Facilities

Permanent Parking

Monthly subscription	Market	monthly	60.00	10%	60.00
Quarterly subscription	Market	quarterly	150.00	10%	150.00
Security Deposit	Security Deposit	per subscription	50.00	10%	50.00

Casual Parking

Daily Rate	Market	per day	5.00	10%	5.00
Weekly Rate	Market	per week	20.00	10%	20.00

Other Charges

Access card replacement	Market	per request	20.00	10%	20.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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TICKET PARKING

TICKET PARKING CHARGES

Ticket parking charges apply to defined areas within the local government area (LGA). The rate charged by a particular ticket machine may vary, depending on demand. Please refer to the City's website: www.cityofsydney.nsw.gov.au, for further information.

Ticket Parking Charges

Area 1	Market	per hour	9.00	10%	8.40
Area 2	Market	per hour	7.00	10%	6.40

Ticket Parking Space Usage Fees

Applications - 3 business days notice is recommended

Administration Fee	Full Cost	per application	62.50	0%	60.00
Administration Fee - amendments after initial application	Full Cost	per application	62.50	0%	60.00
Use of Ticket Parking Space - per space or 6m of kerb (Monday - Friday)	Full Cost	per space, per day	120.00	0%	110.00
Use of Ticket Parking Space - per space or 6m of kerb (Saturday, Sunday and Public Holidays)	Full Cost	per space, per day	120.00	0%	75.00

Ticket Parking Machine Removal/Relocation Fees

Administration Fee	Market	per application	60.00	0%	60.00
Administration Fee - amendments after initial application	Full Cost	per application	60.00	0%	60.00

Ticket Parking Machine Relocation Fees (on new footing)

Per machine	Market	per relocation	1,316.00	0%	1,285.00
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Ticket Parking Machine Removal Fees

Per machine	Market	per removal	376.00	0%	367.00
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Ticket Parking Machine installation on New Footing

Per machine	Full Cost	per installation	959.00	0%	918.00
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Ticket Parking Machine Reinstallation on Existing Footing

Per machine	Full Cost	per re-installation	384.00	0%	367.00
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Tariff Programming

Per machine	Market	per tariff / programming	88.00	10%	86.00
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Tariff Card Replacement

Per machine	Market	per replacement	38.00	10%	37.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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	70.00	10%	68.00
Supervisor (Nights & Weekends)	Market	per hour	115.00	10%	111.00
Supervisor (Public Holidays)	Market	per hour	172.00	10%	166.00
Operator	Market	per hour	63.00	10%	61.00
Operator (Nights and Weekends)	Market	per hour	90.00	10%	87.00
Operator (Public Holidays)	Market	per hour	135.00	10%	130.00

Plant Hire

All plant must be operated by City of Sydney staff

2 Tonne Tipper / Response Truck	Market	per 4 hours	330.00	10%	281.00
Road Sweeper	Market	per hour	375.00	10%	386.00
Garbage Compactor	Market	per hour	284.00	10%	274.00
Footway Sweeper	Market	per hour	231.00	10%	238.00
Steam Plant	Market	per 4 hours	330.00	10%	281.00
Mobile Garbage Bin - Hire 240L	Market	per bin	16.00	10%	13.00
Mobile Garbage Bin - delivery and retrieval per 15 240L bin count	Market	per delivery	165.00	10%	281.00
Mobile Garbage Bin - Hire 660L	Market	per bin	39.00	10%	35.00
Mobile Garbage Bin - Hire 1100L	Market	per bin	52.00	10%	46.00
Mobile Garbage Bin - delivery and retrieval per 4 660L/1100L Bin count	Market	per delivery	165.00	10%	281.00
Skip Bin Hire	Market	per unit	2,231.00	10%	2,166.00

Other Charges

Tipping Fees - General Waste	Full Cost	per tonne	Fee	10%	434.00
Tipping Fees - Comingled Recycling	Full Cost	per tonne	Fee	10%	123.60
Graffiti Removal (recovery of the City's costs)	Full Cost	per hour	Fee	10%	Fee

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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 Service Charges

Domestic Waste (less than 120 litre red bin)	Full Cost	annual, per residual waste bin	362.00	0%	348.00
Domestic Waste (120 litre red bin)	Full Cost	annual, per residual waste bin	550.00	0%	529.00
Domestic Waste (240 litre red bin)	Full Cost	annual, per residual waste bin	1,107.00	0%	1,064.00

Multiple Dwelling Shared Service Charges

Determined by the maximum volume (litres) of general waste (red bin) available to each dwelling, per week:

Minimum/Small: up to 80 litres;

Standard: 81 litres up to 160 litres;

Large: 161 litres up to 240 litres

Extra Large: over 240 litres.

Small Domestic Waste 1 x weekly	Full Cost	annual, per dwelling	362.00	0%	348.00
Small Domestic Waste 2 x weekly	Full Cost	annual, per dwelling	417.00	0%	401.00
Small Domestic Waste 3 x weekly	Full Cost	annual, per dwelling	461.00	0%	443.00
Standard Domestic Waste 1 x weekly	Full Cost	annual, per dwelling	550.00	0%	529.00
Standard Domestic Waste 2 x weekly	Full Cost	annual, per dwelling	597.00	0%	574.00
Standard Domestic Waste 3 x weekly	Full Cost	annual, per dwelling	657.00	0%	632.00
Large Domestic Waste 1 x weekly	Full Cost	annual, per dwelling	863.00	0%	830.00
Large Domestic Waste 2 x weekly	Full Cost	annual, per dwelling	912.00	0%	877.00
Large Domestic Waste 3 x weekly	Full Cost	annual, per dwelling	986.00	0%	948.00
Extra Large Domestic Waste 1 x weekly	Full Cost	annual, per dwelling	1,107.00	0%	1,064.00
Extra Large Domestic Waste 2 x weekly	Full Cost	annual, per dwelling	1,155.00	0%	1,111.00
Extra Large Domestic Waste 3 x weekly	Full Cost	annual, per dwelling	1,204.00	0%	1,158.00
Domestic Waste Charge, 7 day service area	Full Cost	annual, per dwelling	588.00	0%	565.00

Limited Service Charges

Limited Domestic Waste	Full Cost	annual, per dwelling	272.00	0%	N/A
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CLEANSING & WASTE

STORMWATER MANAGEMENT SERVICE CHARGE

Annual Charge

Residential - Non-Strata	Full Cost	per property	25.00	0%	25.00
Strata Lot within Residential building	Full Cost	per lot	12.50	0%	12.50
Business - Non-Strata	Full Cost	per 350m2 or part thereof	25.00	0%	25.00
Strata lot within non-residential building (proportion of Business - Non Strata Charge - minimum charge of \$5.00)	Full Cost	per lot	Fee	0%	-

RESOURCE RECOVERY - DOMESTIC WASTE SERVICE

Mobile Garbage Bin (MGB) Replacement

Where charges apply, the charge includes supply and delivery of the bin.

General Waste Bin (Red)

Council will apply a charge for replacement of general waste bins where, within a financial year, the number of bins requested exceeds one bin for a single service, or exceeds two bins for a shared service.

50 litre bin	Market	per bin	129.00	0%	N/A
70 litre bin	Market	per bin	181.00	0%	N/A
80 litre bi	Market	per bin	87.00	0%	N/A
120 litre bin	Market	per bin	87.00	0%	N/A
240 litre bin	Market	per bin	97.00	0%	N/A
660 litre bin	Market	per bin	744.00	0%	N/A
1100 litre bin	Market	per bin	850.00	0%	N/A

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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FILMING

FILMING AND STILL PHOTOGRAPHY ON COUNCIL STREETS, PARKS AND OPEN SPACES

The assessment fees applicable to filming applications are based on an assessment of the impact of the proposed filming activity. The NSW Local Government Filming Protocol (June 2025) provides guidance as to the assessment of filming impact. However, the impact of a proposed filming activity is assessed by the City, based on information provided in the specific filming application.

Please refer to the City's website for further information.

Low Impact Filming

Assessment Fees

Application Fee	Legislative	per booking	100.00	0%	150.00
Approval Fee	Legislative	per booking	180.00	0%	N/A
Site Inspection	Full Cost	per booking	157.00	0%	150.00
Late Application Fee	Legislative	per booking	450.00	0%	600.00

Parking Fees

Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space, per day	95.00	0%	95.00
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space, per half day	47.50	0%	47.50
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space, per day	65.00	0%	65.00
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space, per half day	32.50	0%	32.50

Medium Impact Filming

Assessment Fees

Application Fee	Legislative	per booking	100.00	0%	300.00
Approval Fee	Legislative	per booking	385.00	0%	N/A
Site Inspection	Full Cost	per booking	157.00	0%	150.00
Late Application Fee	Legislative	per booking	963.00	0%	1,200.00

Parking Fees

Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space, per day	95.00	0%	95.00
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space, per half day	47.50	0%	47.50
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space, per day	65.00	0%	65.00
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space, per half day	32.50	0%	32.50

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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FILMING

FILMING AND STILL PHOTOGRAPHY ON COUNCIL STREETS, PARKS AND OPEN SPACES

The assessment fees applicable to filming applications are based on an assessment of the impact of the proposed filming activity. The NSW Local Government Filming Protocol (June 2025) provides guidance as to the assessment of filming impact. However, the impact of a proposed filming activity is assessed by the City, based on information provided in the specific filming application.

Please refer to the City's website for further information.

High Impact Filming

Assessment Fees

Application Fee	Legislative	per booking	100.00	0%	500.00
Approval Fee	Legislative	per booking	670.00	0%	N/A
Site Inspection Fee	Full Cost	per booking	157.00	0%	150.00
Late Application Fee	Legislative	per booking	1,675.00	0%	2,000.00

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%	95.00
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space, per half day	47.50	0%	47.50
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space, per day	65.00	0%	65.00
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space, per half day	32.50	0%	32.50

City of Sydney as a Tourist Destination

When the production's primary purpose is to highlight the City of Sydney as a tourist destination

Assessment Fees

Application Fee	Zero	per booking	0.00	0%	0.00
Site Inspection	Zero	per booking	0.00	0%	0.00

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%	95.00
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space, per half day	47.50	0%	47.50
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space, per day	65.00	0%	65.00
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space, per half day	32.50	0%	32.50

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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FILMING

FILMING AND STILL PHOTOGRAPHY ON COUNCIL STREETS, PARKS AND OPEN SPACES

The assessment fees applicable to filming applications are based on an assessment of the impact of the proposed filming activity. The NSW Local Government Filming Protocol (June 2025) provides guidance as to the assessment of filming impact. However, the impact of a proposed filming activity is assessed by the City, based on information provided in the specific filming application.

Please refer to the City's website for further information.

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

Assessment Fees

Application Fee	Zero	per booking	0.00	0%	0.00
Site Inspection Fee	Zero	per booking	0.00	0%	0.00

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%	95.00
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space, per half day	47.50	0%	47.50
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space, per day	65.00	0%	65.00
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space, per half day	32.50	0%	32.50

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

Assessment Fees

Application Fee	Zero	per booking	0.00	0%	0.00
Site Inspection Fee	Zero	per booking	0.00	0%	0.00

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%	95.00
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space, per half day	47.50	0%	47.50
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space, per day	65.00	0%	65.00
Use of Ticket Parking (Saturday - Sunday) - per space per 6m of kerb	Market	per car space, per half day	32.50	0%	32.50

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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FILMING

FILMING AND STILL PHOTOGRAPHY ON COUNCIL STREETS, PARKS AND OPEN SPACES

The assessment fees applicable to filming applications are based on an assessment of the impact of the proposed filming activity. The NSW Local Government Filming Protocol (June 2025) provides guidance as to the assessment of filming impact. However, the impact of a proposed filming activity is assessed by the City, based on information provided in the specific filming application.

Please refer to the City's website for further information.

Parking Fees (Filming on Private Property)

When filming on private property only and parking is required

Assessment Fees

Parking Application Fee	Legislative	per booking	100.00	0%	150.00
Approval Fee	Legislative	per booking	180.00	0%	N/A
Site Inspection Fee	Full Cost	per booking	157.00	0%	N/A
Late Application Fee	Legislative	per booking	450.00	0%	600.00

Parking Fees

Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space, per day	95.00	0%	95.00
Use of Ticket Parking (Monday - Friday) - per space or 6m of kerb	Market	per car space, per half day	47.50	0%	47.50
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space, per day	65.00	0%	65.00
Use of Ticket Parking (Saturday - Sunday) - per space or 6m of kerb	Market	per car space, per half day	32.50	0%	32.50

Traffic Control Assessment

Low (Partial Road Closure) (stop/slow traffic control on local or Council managed road - Police consultation required)	Legislative	per assessment	140.00	0%	100.00
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	400.00	0%	300.00

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	800.00	0%	1,100.00
Temporary Full or Partial Minor Road Closure	Market	per block, per day	400.00	0%	550.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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FILMING

FILMING AND STILL PHOTOGRAPHY ON COUNCIL STREETS, PARKS AND OPEN SPACES

The assessment fees applicable to filming applications are based on an assessment of the impact of the proposed filming activity. The NSW Local Government Filming Protocol (June 2025) provides guidance as to the assessment of filming impact. However, the impact of a proposed filming activity is assessed by the City, based on information provided in the specific filming application.

Please refer to the City's website for further information.

Miscellaneous Charges

Site Supervision (Minimum 4 hour call out)	Market	per hour	85.00	10%	82.50
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	170.00	0%	165.00
Replacement of keys	Market	per occurrence	250.00	10%	250.00

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%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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FILMING

COMMERCIAL FILMING IN OR ON COUNCIL BUILDINGS

Filming charges are based on the framework set out in the NSW Local Government Filming Protocol (June 2025). The applicable assessment fees, based on the assessment of the impact of the proposed filming activity, are listed in the 'Filming on Council Streets, Parks and Open Spaces' section of this Schedule of Fees and Charges.

Community, Library and Creative venues and facilities

Additional venue hire rates apply per facility, by negotiation. Please refer to required facility for applicable rates

Application / Approval fees	Legislative	per booking	Fee	0%	300.00
Site Inspection Fee	Full Cost	per booking	Fee	0%	150.00
Venue Hire rate - please refer to required facility for applicable rates	Market	per booking	Fee	10%	Fee

Parking Stations

Additional venue hire rates apply per facility, by negotiation. Please refer to required facility for applicable rates

Application / Approval fees	Legislative	per booking	Fee	0%	Fee
Site Inspection Fee	Full Cost	per booking	Fee	0%	Fee
Venue Hire rate - please refer to required facility for applicable rates	Market	per hour	Fee	0%	Fee

Aquatic Facilities

Additional venue hire rates apply per facility, by negotiation. Please refer to required facility for applicable rates

Application / Approval fees	Legislative	per booking	Fee	0%	Fee
Site Inspection Fee	Full Cost	per booking	Fee	0%	Fee
Additional Venue Hire Rates - please refer to required facility for applicable rates	Market	per hour	Fee	10%	Fee

Other Council Buildings

Additional venue hire rates apply per facility, by negotiation. Please refer to required facility for applicable rates

Application / Approval fees	Legislative	per booking	Fee	0%	Fee
Site Inspection fee	Full Cost	per booking	Fee	0%	Fee
Venue Hire rate - please refer to required facility for applicable rates	Market	per booking	Fee	10%	Fee

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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	10%	Fee
Commercial Operator - standard rate - charged at 20% of gross stall holder fees	Market	per booking	Fee	10%	Fee
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	10%	Fee
Security Deposit	Security Deposit	per booking	Fee	0%	Fee

Site Maintenance Fee

Site Maintenance Fee - by negotiation	Market	per booking	Fee	10%	Fee
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PUBLIC LIABILITY INSURANCE (LANDMARK VENUES, OUTDOOR VENUES AND MARKETS)

All parties hiring these types of Venues and Markets are required to provide proof of a \$10 million Public Liability Insurance policy before bookings can be confirmed. Individuals and small community groups unable to provide insurance cover, may make application to be covered under the City's Community Engagement Liability Policy at the following fee rates:

Level 1

Venue Booking Fees < \$450 excluding GST	Partial Cost	per booking	30.00	10%	30.00
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Level 2

Venue Booking Fees between \$450 and \$1800 excluding GST	Partial Cost	per booking	110.00	10%	110.00
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Level 3

Venue Booking Fees > \$1800 excluding GST	Partial Cost	per booking	225.00	10%	225.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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PUBLIC LIABILITY INSURANCE (HIRE OF COMMUNITY, CREATIVE AND LIBRARY VENUES)

PUBLIC LIABILITY INSURANCE (HIRE OF COMMUNITY, CREATIVE AND LIBRARY VENUES)

All parties hiring Community, Creative and Library Venues for community, creative or artistic purposes are required to provide proof of a \$10 million Public Liability Insurance policy before bookings are confirmed. Eligible individuals and small community groups unable to provide insurance cover may apply to be covered under the City's Community Engagement Liability Policy (subject to conditions), at the following fee rates:

Public Liability Insurance (Community, Creative and Library Venues)

Community and Library Venues - based on a set percentage of the venue booking fee (excluding GST)	Partial Cost	per booking	10.00%	10%	10.00%
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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. Fee Waiver venues include town halls, community halls, creative and recreation centres, and library venues and rooms. Hire of venues is subject to availability. Fee waivers are granted by application only, and conditions apply. Please refer to the City's website for further details.

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.)	GST	2025/26 (\$ Fee (GST incl.)
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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	10%	Fee
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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	10%	Fee
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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	10%	Fee
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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	16.00	10%	15.50
Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	19.00	10%	18.50

Group of independent artists/creative practitioners

Weekday rate per hour	Partial Cost	per hour	21.00	10%	20.50
Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	23.00	10%	22.50

Other Hirers

Other hirers - discounts are available for rehearsals at selected venues, on application only (conditions apply)	Partial Cost	per booking	Fee	10%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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	67.50	10%	65.50
Weekday evening, weekend and public holiday rate per hour	Market	per hour	101.50	10%	98.50
Weekday full day rate	Market	per day	405.00	10%	393.50
Weekend and public holiday full day rate	Market	per day	1,019.00	10%	989.00

Main Hall - Glebe Town Hall only

Weekday rate per hour	Market	per hour	81.00	10%	79.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	122.00	10%	118.50
Weekday full day rate	Market	per day	489.00	10%	475.00
Weekend and public holiday full day rate	Market	per day	1,533.00	10%	1,488.50

Meeting Room (at all of the above venues)

Weekday rate per hour	Market	per hour	40.00	10%	39.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	63.00	10%	61.50
Weekday full day rate	Market	per day	245.00	10%	238.00
Weekend and public holiday full day rate	Market	per day	636.50	10%	618.00

Small Hall (at all of the above venues)

Weekday rate per hour	Market	per hour	58.50	10%	56.60
Weekday evening, weekend and public holiday rate per hour	Market	per hour	81.50	10%	79.00
Weekday full day rate	Market	per day	347.00	10%	337.00
Weekend and public holiday full day rate	Market	per day	815.00	10%	791.00

Abraham Mott Hall

Weekday rate per hour	Market	per hour	67.50	10%	65.50
Weekday evening, weekend and public holiday rate per hour	Market	per hour	101.50	10%	98.50
Weekday full day rate	Market	per day	405.00	10%	393.50
Weekend and public holiday full day rate	Market	per day	1,019.00	10%	989.00

Peter Forsyth Auditorium

Weekday rate per hour	Market	per hour	71.50	10%	69.50
Weekday evening, weekend and public holiday rate per hour	Market	per hour	78.00	10%	75.50
Weekday full day rate	Market	per day	429.50	10%	417.00
Weekend and public holiday full day rate	Market	per day	774.50	10%	752.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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COMMUNITY HALL HIRE

STANDARD HIRE RATES

Brown St, Newtown

Weekday rate per hour	Market	per hour	58.50	10%	56.50
Weekday evening, weekend and public holiday rate per hour	Market	per hour	81.50	10%	79.50
Weekday full day rate	Market	per day	347.00	10%	337.50
Weekend and public holiday full day rate	Market	per day	815.00	10%	791.00

Benledi Community Room

Weekday rate per hour	Market	per hour	58.50	10%	56.60
Weekday evening, weekend and public holiday rate per hour	Market	per hour	81.50	10%	79.50
Weekday full day rate	Market	per day	347.00	10%	337.50
Weekend and public holiday full day rate	Market	per day	815.00	10%	791.00

Sydney Park Pavilion (Alan Davidson Facility)

Weekday rate per hour	Market	per hour	81.00	10%	79.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	122.00	10%	118.50
Weekday full day rate	Market	per day	489.00	10%	475.00
Weekend and public holiday full day rate	Market	per day	1,533.00	10%	1,488.50

Cliff Noble Centre, Booler 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	54.50	10%	53.00
Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	59.00	10%	57.50
Weekday full day rate	Market	per day	323.50	10%	314.00
Weekend and public holiday full day rate	Market	per day	592.00	10%	574.50

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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COMMUNITY HALL HIRE

STANDARD HIRE RATES

The Rex Centre

Fitzroy Room, Baroda Room

Weekday rate per hour	Market	per hour	67.50	10%	65.50
Weekday evening, weekend and public holiday rate per hour	Market	per hour	77.50	10%	75.50
Weekday full day rate	Market	per day	405.00	10%	393.50
Weekend and public holiday full day rate	Market	per day	772.50	10%	750.00

Macleay Room, Greenknowe Room

Weekday rate per hour	Market	per hour	54.50	10%	N/A
Weekday evening, weekend and public holiday rate per hour	Market	per hour	59.00	10%	N/A
Weekday full day rate	Market	per day	323.50	10%	N/A
Weekend and public holiday full day rate	Market	per day	592.00	10%	N/A

Tote Building Community Space

Main Room and Community Spaces

Weekday rate per hour	Market	per hour	54.50	10%	53.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	59.00	10%	57.50
Weekday full day rate	Market	per day	323.50	10%	314.00
Weekend and public holiday full day rate	Market	per day	592.00	10%	574.50

Meeting Rooms

Weekday rate per hour	Market	per hour	28.50	10%	27.50
Weekday evening, weekend and public holiday rate per hour	Market	per hour	30.00	10%	29.00
Weekday full day rate	Market	per day	163.50	10%	158.50
Weekend and public holiday full day rate	Market	per day	296.00	10%	287.50

East Sydney Community Arts Centre

Weekday rate per hour	Market	per hour	54.50	10%	53.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	59.00	10%	57.50
Weekday full day rate	Market	per day	323.50	10%	314.00
Weekend and public holiday full day rate	Market	per day	592.00	10%	574.50

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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COMMUNITY HALL HIRE

STANDARD HIRE RATES

Darlinghurst Community Space

Weekday rate per hour	Market	per hour	54.50	10%	53.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	59.00	10%	57.50
Weekday full day rate	Market	per day	323.50	10%	314.00
Weekend and public holiday full day rate	Market	per day	592.00	10%	574.50

Harold Park Tram Shed Community Space

Weekday rate per hour	Market	per hour	81.00	10%	79.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	122.00	10%	118.50
Weekday full day rate	Market	per day	489.00	10%	475.00
Weekend and public holiday full day rate	Market	per day	1,533.00	10%	1,488.50

180 George St Sydney Community Space

Weekday rate per hour	Market	per hour	67.50	10%	65.50
Weekday evening, weekend and public holiday rate per hour	Market	per hour	101.50	10%	98.50
Weekday full day rate	Market	per day	405.00	10%	393.50
Weekend and public holiday full day rate	Market	per day	1,019.00	10%	989.00

Robyn Kemmis Reserve Community Space

Weekday rate per hour	Market	per hour	37.00	10%	36.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	56.00	10%	54.50
Weekday full day rate	Market	per day	228.00	10%	221.50
Weekend and public holiday full day rate	Market	per day	562.00	10%	546.00
Community	Partial Cost	per booking	0.00 - 15.00	10%	0.00 - 15.00

Sydney Park Cycling Centre

Weekday rate per hour	Market	per hour	37.00	10%	36.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	56.00	10%	54.50
Weekday full day rate	Market	per day	228.00	10%	221.50
Weekend and public holiday full day rate	Market	per day	562.00	10%	546.00
Community	Partial Cost	per booking	0.00 - 15.00	10%	0.00 - 15.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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COMMUNITY HALL HIRE

STANDARD HIRE RATES

Green Square Public School Community Spaces

Zetland Ave Community Space 1, Zetland Ave Community Space 2

Weekday rate per hour	Market	per hour	67.50	10%	65.50
Weekday evening, weekend and public holiday rate per hour	Market	per hour	101.50	10%	98.50
Weekday full day rate	Market	per day	405.00	10%	393.50
Weekend and public holiday full day rate	Market	per day	1,019.00	10%	989.00

Aunty Fay Carroll Hall (Hall), Dr Naomi Wing Auditorium (Multipurpose space 2)

Weekday rate per hour	Market	per hour	81.00	10%	79.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	122.00	10%	118.50
Weekday full day rate	Market	per day	489.00	10%	475.00
Weekend and public holiday full day rate	Market	per day	1,533.00	10%	1,488.50

ADDITIONAL CHARGES

Applies to all Community Halls

Additional Charges

Elections - Election Day surcharge (charged in addition to the applicable daily rate)	Full Cost	per election	1,507.00	10%	1,442.00
Cleaning - quoted upon request	Market	per booking	Fee	10%	Fee
Security - quoted upon request	Market	per booking	Fee	10%	Fee
Room set up - quoted upon request	Market	per booking	Fee	10%	Fee
Weddings Surcharge (Fee plus 10%)	Market	per booking	Fee	10%	Fee
Lighting Rig Operator (Glebe Town Hall only) - quoted upon request	Market	per booking	Fee	10%	Fee
Additional Site Inspections (by appointment, subject to availability)	Full Cost	per booking	98.00	10%	94.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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	252.50	10%	245.00
Venue Hire - Community	Market	per hour	126.00	10%	122.50

Additional Charges

Staff site supervision	Full Cost	per supervisor, per hour	Fee	10%	Fee
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HIRE OF LIBRARY ROOMS

Customs House Library, Green Square Library and Surry Hills Library

Available during library opening hours only.

Please note: the Barnet Long Room at Customs House is operated as a commercial venue, booked through the City's Venue Management unit.

Venue hire rates for the Barnet Long Room are outlined in Appendix 1.

Room Hire

Commercial	Market	per hour	72.00	10%	70.00
Community	Partial Cost	per hour	37.00	10%	35.00
Concession	Partial Cost	per hour	20.00	10%	19.00

Darling Square Library

Available during library opening hours only.

Room Hire - Level 1

Idea Space - Half - Commercial	Market	per hour	62.00	10%	60.00
Idea Space - Half - Community Groups	Partial Cost	per hour	31.00	10%	30.00
Idea Space - Half - Concession	Partial Cost	per hour	20.00	10%	19.00
Idea Space - Full - Commercial	Market	per hour	108.00	10%	105.00
Idea Space - Full - Community Groups	Partial Cost	per hour	55.00	10%	52.50
Idea Space - Full - Concession	Partial Cost	per hour	33.00	10%	32.00

Additional Charges

Applies to all library rooms for hire

Additional Charges

Security - quoted upon request	Market	per booking	Fee	10%	Fee
AV Technician- quoted upon request, minimum 3 hours	Market	per booking	Fee	10%	Fee
Cleaning Fee - applied if additional cleaning required (recovery of the City's costs)	Full Cost	per clean	Fee	10%	Fee
Damage to equipment/furniture (recovery of the City's costs)	Full Cost	per repair	Fee	10%	Fee

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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CREATIVE CENTRES

JOYNTON AVENUE CREATIVE CENTRE

This centre contains two spaces for exclusive hire, and three areas for non-exclusive hire or tenant activity. Bathroom and kitchen facilities are shared. Additional conditions of use apply.

Ground Floor - Event Room

(exclusive hire)

Artists / Creative Practitioners

Weekday rate per hour	Market	per hour	16.00	10%	15.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	19.00	10%	20.00
Weekday rate per day	Market	per day	93.00	10%	90.00
Weekday evening, weekend and public holiday rate per day	Market	per day	124.00	10%	120.00
Weekly hire rate	Market	per week	371.00	10%	360.00

Community and Creative Organisations

(includes: Not for Profit Organisations / Social Enterprises / Self-Help Groups / Creative Business / Community Members / Community Groups)

Weekday rate per hour	Market	per hour	31.00	10%	30.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	41.00	10%	40.00
Weekday rate per day	Market	per day	185.00	10%	180.00
Weekday evening, weekend and public holiday rate per day	Market	per day	247.00	10%	240.00
Weekly hire rate	Market	per week	751.50	10%	720.00

All other hirers

Commercial hire rate - daily rate only	Market	per day	556.50	10%	318.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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CREATIVE CENTRES

JOYNTON AVENUE CREATIVE CENTRE

This centre contains two spaces for exclusive hire, and three areas for non-exclusive hire or tenant activity. Bathroom and kitchen facilities are shared. Additional conditions of use apply.

Ground Floor Classroom and Kitchenette

(non-exclusive hire, including outdoor space)

Artists / Creative Practitioners

Weekday rate per hour	Market	per hour	31.00	10%	30.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	41.00	10%	40.00
Weekday rate per day	Market	per day	123.50	10%	120.00
Weekday evening, weekend and public holiday rate per day	Market	per day	165.00	10%	160.00
Weekly rate	Market	per week	492.00	10%	N/A

Community and Creative Organisations

(includes: Not for Profit Organisations / Social Enterprises / Self-Help Groups / Creative Business / Community Members / Community Groups)

Daily rate - Monday to Sunday	Market	per day	370.00	10%	320.00
Weekly rate	Market	per week	1,482.00	10%	N/A

All other hirers

Commercial hire rate - daily rate only	Market	per day	1,298.00	10%	1,260.00
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Level 1 - Studios / Archways

(non-exclusive hire)

Artists / Creative Practitioners

Weekday rate per hour	Market	per hour	20.50	10%	20.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	31.00	10%	30.00
Weekday rate per day	Market	per day	93.00	10%	90.00
Weekday evening, weekend and public holiday rate per day	Market	per day	124.00	10%	120.00

Community and Creative Organisations

(includes: Not for Profit Organisations / Social Enterprises / Self-Help Groups / Creative Business / Community Members / Community Groups)

Daily rate - Monday to Sunday	Market	per day	144.00	10%	140.00
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All other hirers

Commercial hire rate - daily rate only	Market	per day	500.00	10%	660.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CREATIVE CENTRES

JOYNTON AVENUE CREATIVE CENTRE

This centre contains two spaces for exclusive hire, and three areas for non-exclusive hire or tenant activity. Bathroom and kitchen facilities are shared. Additional conditions of use apply.

Level 2 - Creative Office

(exclusive hire)

Artists / Creative Practitioners

Weekly rate	Market	per week	100.00	10%	N/A
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Level 2 - Workshop Space and Balcony

(non-exclusive hire)

Artists / Creative Practitioners

Weekday rate per hour	Market	per hour	31.00	10%	30.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	41.00	10%	40.00
Weekday rate per day	Market	per day	124.00	10%	120.00
Weekday evening, weekend and public holiday rate per day	Market	per day	165.00	10%	160.00

Community and Creative Organisations

(includes: Not for Profit Organisations / Social Enterprises / Self-Help Groups / Creative Business / Community Members / Community Groups)

Weekday rate per hour	Market	per hour	62.00	10%	60.00
Weekday evening, weekend and public holiday rate per hour	Market	per hour	82.50	10%	80.00
Weekday rate per day	Market	per day	247.00	10%	240.00
Weekday evening, weekend and public holiday rate per day	Market	per day	329.50	10%	320.00

All other hirers

Commercial hire rate - daily rate only	Market	per day	750.00	10%	1,260.00
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Additional Charges

Elections - Election Day surcharge (charged in addition to the applicable daily rate)	Full Cost	per election	1,485.00	10%	N/A
Cleaning - quoted upon request	Market	per booking	Fee	10%	N/A
Security - quoted upon request	Market	per booking	Fee	10%	N/A
Room set up - quoted upon request	Market	per booking	Fee	10%	N/A
Staff site supervision	Full Cost	per supervisor, per hour	Fee	10%	N/A
Additional Site Inspections (by appointment, subject to availability)	Full Cost	per booking	96.50	10%	N/A

Internet and Wi Fi Access

Internet and Wi-Fi Access Fee	Zero	per half hour or part thereof	0.00	10%	N/A
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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RECREATION / COMMUNITY CENTRES

REDFERN COMMUNITY CENTRE

Standard

Weekday rate per hour	Partial Cost	per hour	55.00	10%	53.00
Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	60.00	10%	57.50
Weekday full day rate	Partial Cost	per day	328.00	10%	314.00
Weekend and public holiday full day rate	Partial Cost	per day	600.00	10%	574.50

Community Rate

Community Rate - all spaces - on application (conditions apply)	Partial Cost	per hour	0.00 - 32.00	10%	0.00 - 32.00
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Additional Venue Hire Costs

Additional staffing	Full Cost	each	Fee	10%	Fee
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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	54.50	10%	53.00
Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	59.00	10%	57.50
Weekday rate per day	Partial Cost	per day	323.00	10%	314.00
Weekday evening, weekend and public holiday rate per day	Partial Cost	per day	592.00	10%	574.50

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	10%	Fee
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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%	0.00 - 32.00
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Additional Venue Hire Costs

Additional staffing	Full Cost	each	Fee	10%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.)	GST	2025/26 (\$ Fee (GST incl.)
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RECREATION / COMMUNITY CENTRES

119 REDFERN ST REDFERN

Standard

Weekday rate per hour	Partial Cost	per hour	54.50	10%	53.00
Weekday evening, weekend and public holiday rate per hour	Partial Cost	per hour	59.00	10%	57.50
Weekday full day rate	Partial Cost	per day	323.00	10%	314.00
Weekend and public holiday full day rate	Partial Cost	per day	592.00	10%	574.50

Community Rate

All spaces - on application (conditions apply)	Partial Cost	per booking	0.00-32.00	10%	0.00-32.00
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Additional Venue Hire Costs

Additional staffing	Full Cost	each	Fee	10%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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RECREATION / COMMUNITY CENTRES

ULTIMO COMMUNITY CENTRE

Court Hire - Standard

Indoor 3/4 Court - Basketball / Badminton / Pickleball / Volleyball	Market	per hour	51.00	10%	49.00
Outdoor full court	Market	per hour	32.00	10%	31.00
Outdoor Pickleball Court	Market	per hour	15.50	10%	15.00
Casual Court use	Market	per person, per hour	0.00 - 7.00	10%	0.00 - 7.00
Table Tennis table hire	Market	per hour	0.00 - 15.00	10%	0.00 - 15.00

Court Hire - Community

Indoor 3/4 Court - Basketball / Badminton / Pickleball / Volleyball	Partial Cost	per hour	36.00	10%	34.00
Outdoor full court	Partial Cost	per hour	23.00	10%	22.00
Outdoor Pickleball Court	Partial Cost	per hour	10.50	10%	10.00
Casual Court Use	Partial Cost	per person, per hour	0.00 - 7.00	10%	0.00 - 7.00
Table Tennis table hire	Partial Cost	per hour	0.00 - 15.00	10%	0.00 - 15.00

Sports Competition

Sports Competition	Market	per comp	650.00	10%	625.00
Sports Competition - Weekly Fee	Market	per week	65.00	10%	63.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.)	GST	2025/26 (\$ Fee (GST incl.)
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RECREATION / COMMUNITY CENTRES

ULTIMO 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)

Other Event Court Hire

Other Event Court Hire - Indoor Court	Market	per hour	102.00	10%	99.00
Other Event Court Hire - Court Peak (12.00pm-2.00pm and 6.00pm-8.00pm Monday to Thursday)	Full Cost	per hour	283.00	10%	271.00
Other Event Court Hire - Outdoor Court	Market	per hour	100.00	10%	97.00

Art/Craft Room - Group hire rate

Standard Rate	Market	per hour	47.00	10%	45.00
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Littlebridge Hall Hire

Standard Rate	Market	per hour	80.00	10%	77.00
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Seminar Rooms 1 & 2

Standard Rate	Market	per hour	55.00	10%	53.00
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Courtyard - Upper or Lower

The Upper and Lower Courtyards can be hired separately or together. If both are hired together the fee is doubled.

Standard Rate	Market	per area, per hour	47.00	10%	45.00
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Equipment Hire and Sales

Equipment Hire	Partial Cost	each	0.00 - 200.00	10%	0.00 - 200.00
Equipment and Materials Sales (at market rate)	Market	per item	Fee	10%	Fee

Additional Venue Hire Costs

Additional Staffing	Full Cost	each	Fee	10%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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%	374.00
3 month membership	Market	each	215.00	10%	215.00
10 visit pass	Market	each	130.00	10%	130.00
Casual visit	Market	each	16.50	10%	16.50

Gymnasium - Community

6 month membership	Partial Cost	each	116.00	10%	111.00
3 month membership	Partial Cost	each	67.00	10%	64.00
10 visit pass	Partial Cost	each	49.00	10%	47.00
Casual visit	Partial Cost	each	5.40	10%	5.20

Other Gymnasium Fees

Fitness Assessment and Fitness Program	Partial Cost	each	0.00 - 55.00	10%	0.00 - 55.00
All Abilities Provider Access / Inclusive Group Access	Partial Cost	per hour	0.00 - 55.00	10%	N/A
Introductory Offer - first three visits (within 14 days of the first visit)	Zero	each	0.00	10%	0.00

Court Hire - Standard

Maybanke Outdoor Full Court	Market	per hour	31.00	10%	30.00
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Court Hire - Community

Maybanke Outdoor Full Court	Partial Cost	per hour	15.50	10%	15.00
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Community Room - Standard

Maybanke Community Room	Market	per hour	31.00	10%	30.00
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Community Room - Community

Maybanke Community Room	Partial Cost	per hour	15.50	10%	15.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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.

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	65.50	10%	63.50
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Community Room 1 (Ground Floor)

Standard Rate	Market	per hour	38.00	10%	37.00
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Community Room 2 (Upstairs)

Standard Rate	Market	per hour	54.50	10%	53.00
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Community Room 3 (Upstairs)

Standard Rate	Market	per hour	27.50	10%	27.00
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Courtyard Area

Standard Rate	Market	per hour	46.50	10%	45.00
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Additional Venue Hire Costs

Additional Staffing	Full Cost	each	Fee	10%	Fee
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Equipment Hire & Sales

Table Tennis table hire	Partial Cost	per hour	0.00 - 15.00	10%	0.00 - 15.00
Equipment Hire	Partial Cost	each	0.00 - 60.00	10%	0.00 - 60.00
Equipment and Materials Sales (at market rate)	Market	each	Fee	10%	Fee

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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%	374.00
3 month membership	Market	per person	215.00	10%	215.00
10 Visit Pass	Market	per person	130.00	10%	130.00
Casual visit	Market	per visit	16.50	10%	16.50

Gymnasium - Community

6 month membership	Partial Cost	per person	116.00	10%	111.00
3 month membership	Partial Cost	per person	67.00	10%	64.00
10 Visit Pass	Partial Cost	per person	49.00	10%	47.00
Casual visit	Partial Cost	per visit	5.40	10%	5.20

Gymnasium - Off Peak

6 month membership	Partial Cost	per person	194.00	10%	186.00
3 month membership	Partial Cost	per person	114.00	10%	109.00
1 month membership	Partial Cost	per person	48.00	10%	45.50

Other Gymnasium Fees

Fitness Assessment and Fitness Program	Partial Cost	each	0.00 - 55.00	10%	0.00 - 55.00
All Abilities Provider Access / Inclusive Group Access	Partial Cost	per hour	0.00 - 55.00	10%	N/A
Introductory Offer - first three visits (within 14 days of the first visit)	Zero	each	0.00	10%	0.00

Equipment Hire and Sales

Equipment Hire	Partial Cost	each	0.00 - 60.00	10%	0.00 - 60.00
Equipment and Materials Sales (at market rates)	Market	each	Fee	10%	Fee

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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.

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	66.00	10%	63.50
Community Room 2	Partial Cost	per hour	29.00	10%	27.50
Consultation Room	Partial Cost	per hour	21.20	10%	20.50
Consultation Room 1/2 Day rate (4 hrs)	Partial Cost	per half day	76.00	10%	72.50
Consultation Room Full Day rate (8 hrs)	Partial Cost	per day	112.50	10%	119.00

Additional Venue Hire Costs

Additional AV Hire	Full Cost	per booking	108.00	10%	103.50
Additional Staffing	Full Cost	per hour	Fee	10%	Fee

Application Fee - Special Events

e.g. weddings, birthday parties, funerals, kitchen mobile units

Application Fee - commercial and private users	Full Cost	per event	253.00	10%	242.00
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Additional Charges

Cleaning Fee	Market	per booking	Fee	10%	Fee
Security Fee - quoted upon request	Market	per booking	Fee	10%	Fee
Room set up - quoted upon request	Market	per booking	Fee	10%	Fee
Commercial Kitchen surcharge (fee + 25%)	Market	per booking	Fee	10%	Fee

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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	42.00	10%	40.00
12 month membership	Market	each	875.00	10%	850.00
6 month membership	Market	each	471.00	10%	457.00
3 month membership	Market	each	251.00	10%	244.00
Ezypay - non-contract	Market	per fortnight	51.50	10%	50.00
20 visit pass	Market	each	317.00	10%	308.00
Casual visit	Market	each	18.50	10%	18.00
7 day pass	Market	each	45.00	10%	43.50

Gymnasium - Community

12 month membership	Partial Cost	each	222.00	10%	212.00
Ezypay - non-contract	Partial Cost	per fortnight	15.50	10%	15.00
6 month membership	Partial Cost	each	115.00	10%	110.50
Casual visit	Partial Cost	each	5.70	10%	5.50
20 visit pass	Partial Cost	each	100.00	10%	96.00
7 day pass	Partial Cost	each	13.50	10%	13.00
3 month membership	Partial Cost	each	66.00	10%	63.50

Other Gymnasium Fees

Personal Trainer/Medical Practitioner Fee - Individual	Market	per fortnight	395.00	10%	383.00
All Abilities Provider Access / Inclusive Group Access	Partial Cost	per hour	0.00 - 55.00	10%	N/A
Introductory Offer - first 3 visits (within 14 days of first visit)	Zero	each	0.00	10%	0.00
Off-Peak Group Gym Hire (minimum 15 persons)	Market	per person	10.80	10%	10.50

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	91.00	10%	88.00
Outdoor full court - Futsal	Market	per hour	68.00	10%	66.00
Casual court use	Market	per person, per hour	0.00 - 7.00	10%	0.00 - 7.00
Other Event Court Hire - Indoor Court	Market	per hour	140.00	10%	136.00
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	282.00	10%	270.00
Other Event Court Hire - Outdoor Court	Market	per hour	101.00	10%	98.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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.

Sports Competitions

Senior Teams (Standard 16 Week Competition Entry Fee, pro-rata for the duration of the competition)	Market	per comp	1,693.00	10%	1,643.00
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Venue Hire

Community Room - Standard	Market	per hour	64.00	10%	62.00
Community Room - Community Group	Partial Cost	per hour	32.00	10%	31.00
Fitness Centre Exercise Floor - Standard	Market	per hour	85.50	10%	83.00
Fitness Centre Exercise Floor - Community Group	Market	per hour	42.50	10%	41.00

Additional Venue Hire Costs

Additional Staffing	Full Cost	each	Fee	10%	Fee
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Equipment Hire and Sales

Shower use (non program users)	Partial Cost	per use	0.00 - 3.00	10%	0.00 - 3.00
Equipment Hire	Partial Cost	each	0.00 - 60.00	10%	0.00 - 60.00
Equipment and Materials Sales (at market rates)	Market	per Item	Fee	10%	Fee

ADDITIONAL CHARGES AT COMMUNITY FACILITIES

ADDITIONAL CHARGES

Applies to all centres

Promotional and Advertising Events

Application Fee - commercial and private users	Full Cost	per event	251.00	10%	240.00
Site Inspection Fee	Full Cost	per booking	193.00	10%	185.00
Late Application Fee	Full Cost	per booking	1,181.00	10%	1,130.00

Additional Venue Hire Charges

Staffing out of hours	Full Cost	each	Fee	10%	Fee
Elections - Election Day surcharge (charged in addition to the applicable daily rate)	Full Cost	per day	1,507.00	10%	1,442.00

Internet and Wi Fi Access

Internet and Wi-Fi Access Fee	Zero	per half hour or part thereof	0.00	10%	N/A
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

Pool Entry

Casual Entry

Adult	Market	each	9.20	10%	9.10
Child	Partial Cost	each	6.00	10%	5.90
Concession	Partial Cost	each	6.90	10%	6.80

Families

The family rate is based on two adults and two children

Family	Market	per group	22.80	10%	24.10
Additional family member - adult	Market	each	9.20	10%	9.10
Additional family member - child	Partial Cost	each	6.00	10%	5.90
Additional family member - concession	Partial Cost	each	6.90	10%	6.80

Swim/Steam/Sauna

Adult	Market	each	18.00	10%	17.50
Concession	Partial Cost	each	13.50	10%	13.10

Swim/Steam/Sauna Multi-Visit Pass (10 visit)

Adult	Market	per pass	164.40	10%	159.70
Concession	Partial Cost	per pass	123.30	10%	119.80

Spectator

All ages	Partial Cost	each	4.00	10%	4.00
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City Access Card

Single

Aquatic	Partial Cost	each	2.00	10%	2.00
Hydro Class	Partial Cost	each	4.00	10%	4.00
Swimming Club	Partial Cost	each	2.00	10%	2.00
Gym	Partial Cost	each	5.50	10%	5.50
Fitness Class	Partial Cost	each	5.50	10%	5.50
Swimming Lesson	Partial Cost	each	4.00	10%	4.00

Multi-Visit Pass

Multi-Visit Pass (10 Visit)	Partial Cost	per pass	20.00	10%	20.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

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	151.20	10%	146.80
Concession	Partial Cost	per pass	113.40	10%	110.10

360 Learn to Swim Membership (Family)

Standard	Market	per fortnight	111.70	10%	108.50
Concession	Partial Cost	per fortnight	83.80	10%	81.40

360 Pro Swim only Membership

Unlimited swimming only

Joining Fee	Market	each	59.20	10%	57.50
Joining Fee (Concession)	Partial Cost	each	44.40	10%	43.10
Adult	Market	per fortnight	42.70	10%	41.50
Concession	Partial Cost	per fortnight	32.00	10%	31.10
Additional child (360 Child Add-on)	Partial Cost	per child, per fortnight	8.20	10%	8.00

Family Splash Membership

1 Adult and 1 Child	Market	per pass	298.70	10%	290.00
2 Adult and 1 Child	Market	per pass	542.80	10%	527.00
Additional child (child add-on)	Market	per child	49.40	10%	48.00

Schools (plus Lane Hire)

DEC program LGA public schools only (no lane hire)	Partial Cost	per participant	2.00	10%	2.00
Teacher supervised class	Market	per participant	5.30	10%	5.20
Centre supervised class	Market	per participant	10.10	10%	9.90

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

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, per hour	16.40	10%	16.00
50 metre	Market	per lane, per hour	23.50	10%	22.90
Carnival Booking Fee (refundable)	Security Deposit	per booking	297.30	0%	288.70

Lane Hire - Commercial (plus pool entry)

25 metre	Market	per lane, per hour	23.50	10%	22.90
50 metre	Market	per lane, per hour	47.60	10%	46.30
Program Pool (part of)	Market	per lane, per hour	55.30	10%	53.70
Hydrotherapy Pool	Market	per hour	260.60	10%	253.10

Aquatic Programs

Aquarobics

Single

Aquarobics	Market	per class	23.30	10%	22.70
Aquarobics Seniors	Partial Cost	per class	17.40	10%	16.90

Multi-Visit Pass

Aquarobic Multi (10 visit pass)	Market	per pass	209.90	10%	203.80
Aquarobic Concession Multi (10 visit pass)	Partial Cost	per pass	157.40	10%	152.90

Aqua Natal

(2 sessions per week x 8 weeks)

Aqua Natal Multi - Members	Partial Cost	per class, per person	15.20	10%	236.90
Aqua Natal Multi - Non-Members	Market	per class, per person	19.20	10%	298.70

Hydrotherapy (Aquatic Therapy) Classes

Adult	Market	per 45 minutes	22.70	10%	22.10
Concession	Partial Cost	per 45 minutes	17.00	10%	16.60
WAVES Program	Market	per class	9.00	10%	8.80

Draft Schedule of Fees & Charges 2026/27

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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

Exercise Physiologist Services

Booking Fee - per session / consultation	Market	per hour or part thereof	26.20	10%	N/A
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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%	Fee
Chronic Disease GP Management Plans and Team Care Arrangements Program	Legislative	as defined by health program	Fee	10%	Fee
Workcover	Legislative	as defined by health program	Fee	10%	Fee

Private Session

Level 1

Initial Consultation - 60 minutes	Market	per consultation	110.00	10%	100.00
Standard Consultation - 30 minutes	Market	per consultation	66.90	10%	65.00
Standard Consultation - 45 minutes	Market	per consultation	82.40	10%	80.00
Standard Consultation - 60 minutes	Market	per consultation	110.00	10%	100.00
Group Session - 60 minutes (minimum of 4 people per group)	Market	per person	25.70	10%	25.00

Level 2

Initial Consultation - 60 minutes	Market	per consultation	144.20	10%	140.00
Standard Consultation - 30 minutes	Market	per consultation	77.20	10%	75.00
Standard Consultation - 45 minutes	Market	per consultation	113.30	10%	110.00
Standard Consultation - 60 minutes	Market	per consultation	144.20	10%	140.00
Group Session - 60 minutes (minimum of 4 people per group)	Market	per person	36.00	10%	35.00

Level 3

Initial Consultation - 60 minutes	Market	per consultation	169.90	10%	165.00
Standard Consultation - 30 minutes	Market	per consultation	85.40	10%	83.00
Standard Consultation - 45 minutes	Market	per consultation	128.70	10%	125.00
Standard Consultation - 60 minutes	Market	per consultation	169.90	10%	165.00
Group Session - 60 minutes (minimum of 4 people per group)	Market	per person	41.20	10%	40.00

Other Services

Body Composition Scan	Market	per scan, per person	20.00	10%	N/A
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

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	23.80	0%	23.15
2nd child	Partial Cost	per class	22.60	0%	22.00
3rd child	Partial Cost	per class	21.50	0%	20.90

Private Lessons

Individual	Market	per 30 minutes	65.80	0%	63.90
Double Private	Market	per 30 minutes	95.70	0%	93.00
Swim Champs	Market	per 30 minutes	9.30	0%	9.10

Holiday Clinics

3 day	Market	per pass, per person	47.70	0%	N/A
4 day	Market	per pass, per person	71.55	0%	N/A
5 day	Market	per pass, per person	95.40	0%	N/A

Holiday Intensive Programs - Group

3 day	Market	per pass, per person	47.70	0%	N/A
4 day	Market	per pass, per person	71.55	0%	N/A
5 day	Market	per pass, per person	95.40	0%	N/A

Holiday Intensive Programs - Private

3 day	Market	per pass, per person	131.60	0%	N/A
4 day	Market	per pass, per person	197.40	0%	N/A
5 day	Market	per pass, per person	263.20	0%	N/A

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.)	GST	2025/26 (\$ Fee (GST incl.)
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

Squads

Squad Fees

Casual Squad	Market	per class	19.10	10%	18.60
Junior Dolphins	Market	per fortnight	55.90	10%	54.30
Swimfit	Market	per class	19.10	10%	18.60

Squad Fees

(offered as fortnightly direct debit)

Bronze Squad (minimum 2 sessions per week)	Market	per fortnight	72.90	10%	70.80
Silver Squad (minimum 4 sessions per week)	Market	per fortnight	88.60	10%	86.10
Gold Squad (minimum 6 sessions per week)	Market	per fortnight	96.90	10%	94.10
Platinum Squad (minimum 6 sessions per week)	Market	per fortnight	98.50	10%	95.70
Blue Squad (minimum 4 sessions per week)	Market	per fortnight	54.70	10%	53.20

360 Pro Health & Fitness Memberships

Discounts may apply for specific promotions or campaigns

Joining Fees

Joining Fee	Market	each	59.20	10%	57.50
Joining Fee (Concession)	Partial Cost	each	44.40	10%	43.10

Standard Package

Standard Package - Flexi Term	Market	per fortnight	68.30	10%	66.40
12 Plus + Package	Market	per fortnight	51.50	10%	50.00

Teen Gym

Fee	Partial Cost	per fortnight	32.30	10%	31.40
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Concession Package

Fee	Partial Cost	per fortnight	44.40	10%	43.10
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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	10%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.)	GST	2025/26 (\$ Fee (GST incl.)
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

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	26.20	10%	25.50
Concession	Partial Cost	each	19.60	10%	19.10

Personal Training - Single Session

Single Session (30 mins)	Market	each	71.00	10%	69.00
Single Session (60 mins)	Market	each	112.60	10%	109.40

Personal Training Multi-Visit Passes

Single Session (30 mins x 6 pack)	Market	per pass	348.40	10%	338.30
Single Session (30 mins x 10 pack)	Market	per pass	554.30	10%	538.20
Single Session (60 mins x 6 pack)	Market	per pass	580.30	10%	563.40
Single Session (60 mins x 10 pack)	Market	per pass	923.80	10%	896.90
Promotional Session (60 mins x 3 pack)	Market	per pass	212.50	10%	206.40

Personal Training Package (Direct Debit membership)

1 session per week (30 mins)	Market	per fortnight	135.30	10%	131.40
2 sessions per week (30 mins)	Market	per fortnight	234.20	10%	227.40
3 sessions per week (30 mins)	Market	per fortnight	331.40	10%	321.80
1 Session per week (60 mins)	Market	per fortnight	201.40	10%	195.60
2 sessions per week (60 mins)	Market	per fortnight	372.40	10%	361.60
3 sessions per week (60 mins)	Market	per fortnight	537.50	10%	521.90

Small Group Training

Small Group Training Session (60 mins - single session)	Market	per session	58.40	10%	56.70
Small Group Training Session (60 mins x 6 pack)	Market	per pass	328.80	10%	319.30

Fitness Programs

12 weeks (24 sessions) - Member	Partial Cost	per pass	394.90	10%	383.40
12 weeks (24 sessions) - Non-Member	Market	per pass	527.30	10%	512.00

Reformer Pilates Classes

Class - Reformer Pilates	Market	per class, per person	28.20	10%	N/A
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

Health and Fitness

Specialty Classes

Class (Specialised) - Members	Market	per class, per person	15.20	10%	N/A
Class (Specialised) - Non-Members	Market	per class, per person	19.20	10%	N/A

Children/Youth Program

Children/Youth Program	Market	per person, per program	80.00	10%	N/A
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Sports Hall

Standard	Market	each	8.20	10%	8.00
City Access Card (Student)	Partial Cost	each	3.50	10%	3.50

Match Fees, including player registration (up to 15 players)

Soccer	Market	each	1,069.00	10%	1,037.90
Netball	Market	each	1,069.00	10%	1,037.90
Volleyball	Market	each	1,069.00	10%	1,037.90
Mixed Basketball	Market	each	1,069.00	10%	1,037.90
Men's Basketball	Market	each	1,069.00	10%	1,037.90

Court Hire

Casual Court Hire - Full Court

Standard	Market	per hour	71.00	10%	69.00
Concession	Partial Cost	per hour	53.30	10%	51.80

Casual Court Hire - Half Court

Standard	Market	per hour	46.10	10%	44.80
Concession	Partial Cost	per hour	34.60	10%	33.60

Court Hire - Full Court

(Regular bookings)

Court Hire Rate - Regular Booking	Partial Cost	per hour	63.90	10%	62.10
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Badminton and Pickleball Court Hire

Standard	Market	per hour, per net	23.60	10%	24.90
Concession	Partial Cost	per hour, per net	17.70	10%	18.70

Draft Schedule of Fees & Charges 2026/27

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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

Creche - Gunyama Park Aquatic & Recreation Centre

Members	Partial Cost	per hour	5.90	10%	5.80
Non-Members	Market	per hour	10.70	10%	10.40

Lockers

Small	Market	per locker	2.00	10%	2.00
Large	Market	per locker	3.00	10%	3.00

Other Fees

Card/Band Replacement	Market	each	14.20	10%	13.80
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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	19.70	10%	19.20
Commercial Rate	Market	per hour	39.90	10%	38.80

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	34.50	10%	33.50
Studio 1 - Commercial	Market	per hour	52.60	10%	51.10
Studio 2 - Community	Partial Cost	per hour	34.50	10%	33.50
Studio 2 - Commercial	Market	per hour	52.60	10%	51.10
Studio 2 & 3 - Community	Partial Cost	per hour	45.20	10%	43.90
Studio 2 & 3 - Commercial	Market	per hour	69.60	10%	67.60

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	25.10	10%	24.40
Meeting Room 1 - Commercial (capacity of 12)	Market	per hour	52.60	10%	51.10
Meeting Room 2 - Community (capacity of 8)	Partial Cost	per hour	19.70	10%	19.20
Meeting Room 2 - Commercial (capacity of 8)	Market	per hour	39.90	10%	38.80

Draft Schedule of Fees & Charges 2026/27

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CITY LEISURE FACILITIES

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INDOOR AQUATIC FACILITIES

Cook & Phillip Park Pool, Ian Thorpe Aquatic Centre and Gunyama Park Aquatic & Recreation Centre

Birthday Parties

Hosted Non-Catered (fee includes entry for supervising adult)	Market	per person	39.00	10%	28.70
Catering - fee on request	Market	by quotation	Fee	10%	N/A

Car Parking - Ian Thorpe Aquatic Centre

Lost Ticket Fee	Market	per ticket, per day	51.50	10%	50.00
30 minutes - 1 hour	Market	flat rate	3.70	10%	3.60
1 hour - 1.5 hours	Market	flat rate	5.00	10%	4.90
1.5 hours - 2 hours	Market	flat rate	8.40	10%	8.20
2 hours - 2.5 hours	Market	flat rate	14.80	10%	14.40
2.5 hours - 3 hours	Market	flat rate	17.50	10%	17.00
3 hours - 3.5 hours	Market	flat rate	20.10	10%	19.60
All Day Rate	Market	per day	51.50	10%	50.00

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	10%	Fee
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Draft Schedule of Fees & Charges 2026/27

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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

OUTDOOR AQUATIC FACILITIES

Andrew (Boy) Charlton Pool, Prince Alfred Park Pool and Victoria Park Pool

Pool Entry

Casual Entry

Adult	Market	each	8.00	10%	7.90
Child	Partial Cost	each	5.20	10%	5.10
Concession	Partial Cost	each	6.00	10%	5.90

Families

The family rate is based on two adults and two children

Family	Market	per group	19.80	10%	22.10
Additional family member - adult	Market	each	8.00	10%	7.90
Additional family member - child	Partial Cost	each	5.20	10%	5.10
Additional family member - concession	Partial Cost	each	6.00	10%	5.90

City Access Card

Single

Aquatic	Partial Cost	each	2.00	10%	2.00
Swimming Club	Partial Cost	each	2.00	10%	2.00
Gym	Partial Cost	each	5.50	10%	5.50
Fitness Class	Partial Cost	each	5.50	10%	5.50
Swimming Lesson	Partial Cost	each	4.00	10%	4.00

Multi-Visit Pass

Multi-Visit Pass (10 Visit)	Partial Cost	per pass	20.00	10%	20.00
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Spectator

All ages	Partial Cost	each	3.00	10%	3.10
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360 Go

(Multi-Visit Passes - 20 visit)

Adult	Market	per pass	131.40	10%	127.60
Concession	Partial Cost	per pass	98.50	10%	95.70

360 Learn to Swim Membership (Family)

Standard	Market	per fortnight	111.70	10%	108.50
Concession	Partial Cost	per fortnight	83.80	10%	81.40

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

OUTDOOR AQUATIC FACILITIES

Andrew (Boy) Charlton Pool, Prince Alfred Park Pool and Victoria Park Pool

Pool Entry

360 Active Swim only Membership

Unlimited access to all outdoor swimming pools (swim only)

Joining Fee	Market	each	59.20	10%	57.50
Joining Fee Concession	Partial Cost	each	44.40	10%	43.10
Adult	Market	each, per fortnight	27.30	10%	26.60
Concession	Partial Cost	each, per fortnight	20.50	10%	20.00
Additional child (360 Child Add-on)	Partial Cost	per child, per fortnight	8.20	10%	8.00

Swim Memberships

Family Splash Membership

1 Adult and 1 Child	Market	per pass	298.70	10%	290.00
2 Adult and 1 Child	Market	per pass	542.80	10%	527.00
Additional child (child add-on)	Market	per child	49.40	10%	48.00

Schools (plus Lane Hire)

DEC program LGA public schools only (no lane hire)	Partial Cost	per participant	2.00	10%	2.00
Teacher supervised class	Market	per participant	5.30	10%	5.20
Instructor supervised class	Market	per participant	10.10	10%	9.90

Lane Hire (plus entry fee)

Community	Partial Cost	per lane, per hour	23.80	10%	23.20
Commercial	Market	per lane, per hour	47.60	10%	46.30
Carnival Booking Fee (refundable)	Security Deposit	per booking	297.30	0%	279.10

Aquatic Programs

Aquarobics classes	Market	per class	23.30	10%	22.70
Aquarobic Multi (10 visit pass)	Market	per pass	209.90	10%	203.80
Aquarobic Concession Multi (10 visit pass)	Partial Cost	per pass	157.40	10%	152.90

Aqua Natal

(2 sessions per week x 8 weeks)

Aqua Natal Multi - Members	Partial Cost	per class, per person	15.20	10%	N/A
Aqua Natal Multi - Non-Members	Market	per class, per person	19.20	10%	N/A

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

OUTDOOR AQUATIC FACILITIES

Andrew (Boy) Charlton Pool, Prince Alfred Park Pool and Victoria Park Pool

Learn to Swim

Classes

1st Child	Market	per class	23.80	0%	23.15
2nd child	Partial Cost	per class	22.60	0%	22.00
3rd child	Partial Cost	per class	21.50	0%	20.90

Private Lessons

Private Lesson - Individual	Market	per 30 minutes	65.80	0%	63.90
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Holiday Clinics

3 day	Market	per pass, per person	47.70	0%	N/A
4 day	Market	per pass, per person	71.55	0%	N/A
5 day	Market	per pass, per person	95.40	0%	N/A

Holiday Intensive Programs - Group

3 day	Market	per pass, per person	47.70	0%	N/A
4 day	Market	per pass, per person	71.55	0%	N/A
5 day	Market	per pass, per person	95.40	0%	N/A

Holiday Intensive Programs - Private

3 day	Market	per pass, per person	131.60	0%	N/A
4 day	Market	per pass, per person	197.40	0%	N/A
5 day	Market	per pass, per person	263.20	0%	N/A

Swim Squad

Swim Squad

Casual	Market	each	19.10	10%	18.60
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Biathlon

Member	Partial Cost	each	25.40	10%	24.70
Non-Member	Market	each	30.20	10%	29.40

Draft Schedule of Fees & Charges 2026/27

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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

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	59.20	10%	57.50
Joining Fee Concession	Partial Cost	each	44.40	10%	43.10
Adult	Market	per fortnight	48.70	10%	47.30
Concession	Partial Cost	per fortnight	36.50	10%	35.50
Adult 12 Plus + Package	Market	per fortnight	36.10	10%	35.10

Health & Fitness

Casual Entry

Adult	Market	each	23.00	10%	22.40
Concession	Partial Cost	each	17.30	10%	16.80

Personal Training

Single Session (30 mins)	Market	each	71.00	10%	69.00
Single Session (60 mins)	Market	each	112.60	10%	109.40

Personal Training Multi Visit Passes

Single Session (30 mins x 6 pack)	Market	per pass	348.40	10%	338.30
Single Session (30 mins x 10 pack)	Market	per pass	554.30	10%	538.20
Single Session (60 mins x 6 pack)	Market	per pass	580.30	10%	563.40
Single Session (60 mins x 10 pack)	Market	per pass	923.80	10%	896.90
Promotional Session (60 mins x 3 pack)	Market	per pass	212.50	10%	206.40

Personal Training Package (Direct Debit membership)

1 session per week (30 mins)	Market	per fortnight	135.30	10%	131.40
2 sessions per week (30 mins)	Market	per fortnight	234.20	10%	227.40
3 sessions per week (30 mins)	Market	per fortnight	331.40	10%	321.80
1 Session per week (60 mins)	Market	per fortnight	201.40	10%	195.60
2 sessions per week (60 mins)	Market	per fortnight	372.40	10%	361.60
3 sessions per week (60 mins)	Market	per fortnight	537.50	10%	521.90

Small Group Training

Small Group Training Session (60 mins - single session)	Market	per session	58.40	10%	56.70
Small Group Training Session (60 mins x 6 pack)	Market	per pass	328.80	10%	319.30

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

OUTDOOR AQUATIC FACILITIES

Andrew (Boy) Charlton Pool, Prince Alfred Park Pool and Victoria Park Pool

360 Active Health & Fitness Memberships

Fitness Programs

12 weeks (24 sessions) - Member	Partial Cost	per pass	394.90	10%	383.40
12 weeks (24 sessions) - Non-Member	Market	per pass	527.30	10%	512.00

Reformer Pilates Classes

Class - Reformer Pilates	Market	per class, per person	28.20	10%	N/A
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Specialty Classes

Class (Specialised) - Members	Market	per class, per person	15.20	10%	N/A
Class (Specialised) - Non-Members	Market	per class, per person	19.20	10%	N/A

Children/Youth Program

Children/Youth Program	Market	per class, per person	80.00	10%	N/A
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

OUTDOOR AQUATIC FACILITIES

Andrew (Boy) Charlton Pool, Prince Alfred Park Pool and Victoria Park Pool

Exercise Physiologist Services

Booking Fee

Applicable to all external allied health practitioners

Booking Fee - per session / consultation	Market	per hour or part thereof	23.00	10%	N/A
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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%	Fee
Chronic Disease GP Management Plans and Team Care Arrangements Program	Legislative	as defined by health program	Fee	10%	Fee
Workcover	Legislative	as defined by health program	Fee	10%	Fee

Private Session

Level 1

Initial Consultation - 60 minutes	Market	per consultation	110.00	10%	100.00
Standard Consultation - 30 minutes	Market	per consultation	66.90	10%	65.00
Standard Consultation - 45 minutes	Market	per consultation	82.40	10%	80.00
Standard Consultation - 60 minutes	Market	per consultation	110.00	10%	100.00
Group Session - 60 minutes (minimum of 4 people per group)	Market	per person	25.70	10%	25.00

Level 2

Initial Consultation - 60 minutes	Market	per consultation	144.20	10%	140.00
Standard Consultation - 30 minutes	Market	per consultation	77.20	10%	75.00
Standard Consultation - 45 minutes	Market	per consultation	113.30	10%	110.00
Standard Consultation - 60 minutes	Market	per consultation	144.20	10%	140.00
Group Session - 60 minutes (minimum of 4 people per group)	Market	per person	36.00	10%	35.00

Level 3

Initial Consultation - 60 minutes	Market	per consultation	169.90	10%	165.00
Standard Consultation - 30 minutes	Market	per consultation	85.40	10%	83.00
Standard Consultation - 45 minutes	Market	per consultation	128.70	10%	125.00
Standard Consultation - 60 minutes	Market	per consultation	169.90	10%	165.00
Group Session - 60 minutes (minimum of 4 people per group)	Market	per person	41.20	10%	40.00

Other Services

Body Composition Scan	Market	per scan, per person	20.00	10%	N/A
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

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	44.30	10%	43.10
Commercial Rate - half day (1 to 4 hrs)	Market	per half day	720.70	10%	699.80
Commercial Rate - full day (4 to 8 hrs)	Market	per day	1,069.00	10%	1,037.90

Other Fees

Artistic Rehearsal Rate	Partial Cost	per hour	Fee	10%	Fee
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Lockers

Small	Market	per locker	2.00	10%	2.00
Large	Market	per locker	3.00	10%	3.00

Birthday Parties

Hosted Non-Catered (fee includes entry for supervising adult)	Market	per person	30.00	10%	28.70
Catering- fee on request	Market	by quotation	Fee	10%	N/A

Other Fees

Card/Band replacement	Market	each	14.20	10%	13.80
Swim Certificate	Market	each	30.10	10%	29.30

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

RUSHCUTTERS BAY PARK TENNIS COURTS & KIOSK

Casual Court Hire

<i>Day</i>					
Adult	Market	per hour	31.20	10%	30.30
Concession	Partial Cost	per hour	23.40	10%	22.70
City Access Card Holder	Partial Cost	per hour	7.50	10%	7.50

Evening, Weekend, Public Holidays

Adult	Market	per hour	38.30	10%	37.20
Concession	Partial Cost	per hour	28.70	10%	27.90
City Access Card Holder	Partial Cost	per hour	7.50	10%	7.50

Commercial and Coaching Hire

<i>Day</i>					
Commercial	Market	per court, per hour	39.00	10%	N/A

Evening, Weekend, Public Holidays

Commercial	Market	per court, per hour	47.80	10%	N/A
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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	18.00	10%	17.50
Meeting Room - Commercial hourly rate	Market	per hour	33.30	10%	32.40
Meeting Room - Community daily rate (8 hours duration)	Partial Cost	per day	103.00	10%	98.10
Meeting Room - Commercial daily rate (8 hours duration)	Market	per day	133.60	10%	129.80

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	31.00	10%	29.30
Community Room - Commercial hourly rate	Market	per hour	55.90	10%	54.30
Community Room - Community daily rate (8 hours duration)	Partial Cost	per day	167.00	10%	160.10
Community Room - Commercial daily rate (8 hours duration)	Market	per day	226.70	10%	220.10

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

RUSHCUTTERS BAY PARK TENNIS COURTS & KIOSK

Reg Bartley Grandstand - Room Hire

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%	Fee
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Other Fees

Security Deposit (refundable)	Security Deposit	each	63.00	0%	61.20
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PRINCE ALFRED PARK TENNIS COURTS

Casual Court Hire

Discounts may apply for memberships and promotions

Day

Adult	Market	per hour	31.20	10%	30.30
Concession	Partial Cost	per hour	23.40	10%	22.70
City Access Card Holder	Partial Cost	per hour	7.50	10%	7.50

Evening, Weekend, Public Holidays

Adult	Market	per hour	38.30	10%	37.20
Concession	Partial Cost	per hour	28.70	10%	27.90
City Access Card Holder	Partial Cost	per hour	7.50	10%	7.50

Commercial and Coaching Hire

Day

Commercial	Market	per court, per hour	39.00	10%	N/A
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Evening, Weekend, Public Holidays

Commercial	Market	per court, per hour	47.80	10%	N/A
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Coronation Centre - Community Room Hire

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	30.20	10%	29.30
Commercial Rate	Market	per hour	55.90	10%	54.30

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%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

ALEXANDRIA PARK TENNIS COURTS

Casual Court Hire

<i>Day</i>					
Adult	Market	per hour	31.20	10%	30.30
Concession	Partial Cost	per hour	23.40	10%	22.70
City Access Card Holder	Partial Cost	per hour	7.50	10%	7.50

Evening, Weekend, Public Holidays

Adult	Market	per hour	38.30	10%	37.20
Concession	Partial Cost	per hour	28.70	10%	27.90
City Access Card Holder	Partial Cost	per hour	7.50	10%	7.50

Commercial and Coaching Hire

<i>Day</i>					
Commercial	Market	per court, per hour	39.00	10%	N/A

Evening, Weekend, Public Holidays

Commercial	Market	per court, per hour	47.80	10%	N/A
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BEACONSFIELD PARK TENNIS COURTS

Casual Court Hire

<i>Day</i>					
Adult	Market	per hour	31.20	10%	30.30
Concession	Partial Cost	per hour	23.40	10%	22.70
City Access Card Holder	Partial Cost	per hour	7.50	10%	7.50

Evening, Weekend, Public Holidays

Adult	Market	per hour	38.30	10%	37.20
Concession	Partial Cost	per hour	28.70	10%	27.90
City Access Card Holder	Partial Cost	per hour	7.50	10%	7.50

Commercial and Coaching Hire

<i>Day</i>					
Commercial	Market	per court, per hour	39.00	10%	N/A

Evening, Weekend, Public Holidays

Commercial	Market	per court, per hour	47.80	10%	N/A
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

ST JAMES PARK TENNIS COURTS

Casual Court Hire

<i>Day</i>					
Adult	Market	per hour	31.20	10%	30.30
Concession	Partial Cost	per hour	23.40	10%	22.70
City Access Card Holder	Partial Cost	per hour	7.50	10%	7.50

Evening, Weekend, Public Holidays

Adult	Market	per hour	38.30	10%	37.20
Concession	Partial Cost	per hour	28.70	10%	27.90
City Access Card Holder	Partial Cost	per hour	7.50	10%	7.50

Commercial and Coaching Hire

<i>Day</i>					
Commercial	Market	per court, per hour	39.00	10%	N/A

Evening, Weekend, Public Holidays

Commercial	Market	per court, per hour	47.80	10%	N/A
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TURRUWUL PARK TENNIS COURTS

Casual Court Hire

<i>Day</i>					
Adult	Market	per hour	31.20	10%	30.30
Concession	Partial Cost	per hour	23.40	10%	22.70
City Access Card Holder	Partial Cost	per hour	7.50	10%	7.50

Evening, Weekend, Public Holidays

Adult	Market	per hour	38.30	10%	37.20
Concession	Partial Cost	per hour	28.70	10%	27.90
City Access Card Holder	Partial Cost	per hour	7.50	10%	7.50

Commercial and Coaching Hire

<i>Day</i>					
Commercial	Market	per court, per hour	39.00	10%	N/A

Evening, Weekend, Public Holidays

Commercial	Market	per court, per hour	47.80	10%	N/A
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

PERRY PARK RECREATION CENTRE

Court Hire

Basketball, netball, volleyball, futsal, badminton, pickleball, multi-sports

Casual Entry

(minimum: 30 minutes)

Standard	Market	per person	8.20	10%	8.00
City Access Card (Student)	Partial Cost	per person	3.50	10%	3.50

Casual Court Hire - Full Court

Standard	Market	per hour	91.70	10%	89.00
Concession	Partial Cost	per hour	68.80	10%	66.80

Casual Court Hire - Half Court

Standard	Market	per hour	50.70	10%	49.20
Concession	Partial Cost	per hour	38.00	10%	36.90

Court Hire - Full Court

(Regular bookings)

Court Hire Rate - Regular Booking	Partial Cost	per hour	82.50	10%	80.10
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Badminton Court Hire

Standard	Market	per hour, per net	25.70	10%	24.90
Concession	Partial Cost	per hour, per net	19.30	10%	18.70

Futsal International Court Hire - Full Court

Both a hire fee and a set-up/pack down fee apply

Standard	Market	per hour	183.40	10%	178.00
Set-up/pack-down	Market	per hour	Fee	10%	Fee
Spectator seating relocation	Market	per hour	Fee	10%	Fee

Room Hire

Not for Profit Organisations / Social Enterprises / Community Groups - a 50% discount applies to the standard fee

Meeting Room - Standard	Market	per hour	58.40	10%	56.70
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Event Hire

Full Courts - during sports competition time	Market	per hour, per court	279.30	10%	271.20
Full Courts - Other	Market	per hour, per court	140.20	10%	136.10

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

PERRY PARK RECREATION CENTRE

Additional Court / Room / Event Hire Charges

Security Deposit (refundable)	Security Deposit	per event / booking	Fee	0%	Fee
Cleaning	Market	per event / booking	Fee	10%	Fee
Advertising - internal hanging of banner (minimum 5 hours)	Market	per event / booking	615.00	10%	597.10
Staff (minimum of 2 staff)	Full Cost	per hour	Fee	10%	Fee
Equipment Hire	Partial Cost	each	0.60 - 25.00	10%	0.60 - 25.00
Showcourt seating - Set-up/pack-down fee	Market	per hour	Fee	10%	Fee

City Run Programs

Sports Competitions

Senior	Market	per round, per team	105.80	10%	102.50
Junior	Market	per round, per team	83.80	10%	81.40

City Run Programs and Events

Program / Event	Partial Cost	per session	Fee	10%	Fee
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Other

Kiosk and merchandise

Kiosk sales	Market	each	Fee	10%	Fee
Merchandise sales	Market	each	Fee	10%	Fee

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

HUNTLEY ST RECREATION CENTRE

Court Hire

Basketball, netball, volleyball, futsal, badminton, pickleball, multi-sports

Casual Entry

(minimum: 30 minutes)

Standard	Market	per person	8.20	10%	N/A
City Access Card (Student)	Partial Cost	per person	3.50	10%	N/A

Casual Court Hire - Full Court

Standard	Market	per hour	91.70	10%	N/A
Concession	Partial Cost	per hour	68.80	10%	N/A

Casual Court Hire - Half Court

Standard	Market	per hour	50.70	10%	N/A
Concession	Partial Cost	per hour	38.00	10%	N/A

Court Hire - Full Court

(Regular bookings)

Court Hire Rate - Regular Booking	Partial Cost	per hour	82.50	10%	N/A
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Badminton, Pickleball and Table Tennis Court Hire

Standard	Market	per hour, per net	25.70	10%	N/A
Concession	Partial Cost	per hour, per net	19.30	10%	N/A

Room Hire

Not for Profit Organisations / Social Enterprises / Community Groups - a 50% discount applies to the standard fee

Grand Final Room - Standard	Market	per hour	122.00	10%	N/A
Semi-Final Room - Standard	Market	per hour	101.50	10%	N/A
Quarter-Final Room - Standard	Market	per hour	36.00	10%	N/A

Event Hire

Full Courts - during sports competition time	Market	per hour, per court	279.30	10%	N/A
Full Courts - Other	Market	per hour, per court	140.20	10%	N/A

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

HUNTLEY ST RECREATION CENTRE

Additional Court / Room / Event Hire Charges

Security Deposit (refundable)	Security Deposit	per event / booking	Fee	10%	N/A
Cleaning	Market	per event / booking	Fee	10%	N/A
Advertising - internal hanging of banner (minimum 5 hours)	Market	per event / booking	615.00	10%	N/A
Staff (minimum of 2 staff)	Full Cost	per hour	Fee	10%	N/A
Equipment Hire	Partial Cost	each	0.60 - 25.00	10%	N/A

City Run Programs

Sports Competitions

Senior	Market	per round, per team	105.80	10%	N/A
Junior	Market	per round, per team	83.80	10%	N/A

City Run Programs and Events

Program / Event	Partial Cost	per session	Fee	10%	N/A
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Other

Kiosk and merchandise

Kiosk sales	Market	each	Fee	10%	N/A
Merchandise sales	Market	each	Fee	10%	N/A

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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CITY LEISURE FACILITIES

Appendix 3 sets out programs, memberships, services, and access conditions for these facilities.

GREEN SQUARE PUBLIC SCHOOL and COMMUNITY SPACES - OUTDOOR COURT

Court Hire

Basketball, netball, volleyball

Casual Court Hire - Full Court

Standard	Market	per hour	65.00	10%	55.00
Concession	Partial Cost	per hour	48.75	10%	41.30

Casual Court Hire - Half Court

Standard	Market	per hour	35.75	10%	30.30
Concession	Partial Cost	per hour	24.80	10%	22.70

Court Hire - Full Court (Regular bookings)

Standard	Partial Cost	per hour	58.50	10%	50.00
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Additional Court Hire Charges

Security Deposit (refundable)	Security Deposit	per event / booking	Fee	0%	Fee
Cleaning	Market	per event / booking	Fee	10%	Fee
Staff (minimum of 2 staff)	Full Cost	per hour	Fee	10%	Fee

City Run Programs

Sports Competitions

Senior	Market	per round, per team	92.00	10%	90.00
Junior	Market	per round, per team	77.80	10%	75.50

City Run Programs and Events

Program / Event	Partial Cost	per session	Fee	10%	Fee
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CYCLING

Cycling Programs

Adult Cycling/Bike Maintenance Course	Partial Cost	per person	30.00	10%	25.00
Guided Rides Program	Partial Cost	per person	25.00	10%	20.00
T-shirts - Adult	Partial Cost	per item	35.00	10%	30.00
T-shirts - Children	Partial Cost	per item	25.00	10%	20.00
Bike Hire Charge at cycling events	Partial Cost	per item	25.00	10%	20.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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	403.00	10%	391.00
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	10%	Fee
Bump-in/Bump-out Fee	Market	by negotiation	Fee	10%	Fee

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%	0.00
Non-commercial, informative or artistic installations and activities	Zero	per hour, per location	0.00	10%	0.00

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	10%	Fee
Recurring Markets	Market	per month, per location	Fee	10%	Fee

Product Sampling

(excluding Pitt Street Mall)

Sampling as stand-alone activity or primary purpose	Market	per hour, per location	620.00	10%	600.00
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Rallies, Marches, Commemoration and Memorial Services

All User categories	Zero	per hour, per location	0.00	10%	0.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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)

Civic Spaces - Commercial Activations and Promotional Events

Civic Spaces 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)

Civic Spaces - half day rate	Market	per half day	2,418.00	10%	N/A
Civic Spaces - full day rate	Market	per day	4,836.00	10%	N/A

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	2,934.00	10%	2,850.00
Martin Place - Section 2 - full day rate	Market	per day	5,868.00	10%	5,600.00
Martin Place - Sections 3, 4 and 5 - half day rate	Market	per half day	2,574.00	10%	2,500.00
Martin Place - Sections 3, 4 and 5 - full day rate	Market	per day	5,148.00	10%	4,750.00
Raising and lowering of Martin Place Amphitheatre stage roof outside business hours (fee based on contractor's charge)	Full Cost	by quotation	Fee	10%	Fee
Raising and lowering of Martin Place Amphitheatre stage roof during business hours (fee based on contractor's charge)	Full Cost	by quotation	Fee	10%	Fee

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	4,892.00	10%	4,750.00
Pitt Street Mall - full day rate	Market	per day	9,492.00	10%	9,000.00

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	2,268.00	10%	2,200.00
Wynyard Park Hardstand - full day rate	Market	per day	4,536.00	10%	4,200.00

QVB Forecourt

The QVB Forecourt 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)

QVB Forecourt - half day rate	Market	per half day	2,574.00	10%	N/A
QVB Forecourt - full day rate	Market	per day	5,148.00	10%	N/A

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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)

Customs House Forecourt

Customs House Forecourt 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)

Customs House Forecourt - half day rate	Market	per half day	2,574.00	10%	N/A
Customs House Forecourt - full day rate	Market	per day	5,148.00	10%	N/A

Other Booking Types

Frontline Health Services	Zero	per occasion	0.00	10%	0.00
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Other Fees

Overnight Holding Fee	Market	per 12 hours, per location	745.00	10%	720.00
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Other Event Equipment and Structures

Use of unbranded barricades for crowd management at the City's request	Zero	per hour	0.00	10%	0.00
Free-standing triffid signs or light boxes - to promote community events	Market	per day, per location	21.00	10%	20.50
Free-standing ticket boxes/booths for community events	Market	per day, per location	79.00	10%	77.00

Event Supervision

On-Site Event Staff (minimum 4 hour call out)	Market	per hour, per person	71.50	10%	69.50
Site Supervision (minimum 4 hour call out)	Market	per hour, per person	85.00	10%	82.50

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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)

Promotional Events, Concerts, Festivals and One-Off Markets

Landmark Event of State Significance

Landmark Event of State Significance	Market	by negotiation	Fee	10%	Fee
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Commercial and Private Users

Commercial and Private Users	Market	per hour, per location	345.00	10%	335.00
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Bump-in/Bump-out Fee	Market	by negotiation	Fee	10%	Fee
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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%	0.00
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Non-commercial, informative or artistic installations and activities	Zero	per hour, per location	0.00	10%	0.00
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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	10%	Fee
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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	21.50	10%	20.50
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Free-standing ticket boxes/booths for community events	Market	per day, per location	79.00	10%	77.00
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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	4,790.00	10%	4,650.00
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Bump-in / Bump-out Fee	Market	per bump-in / bump-out day	5,408.00	10%	5,250.00
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Commission on box office ticket sale receipts (calculated as a flat percentage of receipts)	Market	per occasion	Fee	10%	Fee
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Product Sampling

Sampling as stand-alone activity or primary purpose	Market	per hour, per location	620.00	10%	600.00
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Rallies, Marches, Commemoration and Memorial Services

All User categories	Zero	per hour, per location	0.00	10%	0.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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	573.00	10%	556.00
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Other Booking Types

Ceremonies, Proposals, and Other Non-Event Uses	Market	per 3 hour block	880.00	10%	855.00
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Frontline Health Services	Zero	per occasion	0.00	10%	0.00
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Other Fees

Overnight Holding Fee	Market	per 12 hours, per location	583.00	10%	566.00
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Event Supervision

On-Site Event Staff (minimum 4 hour call out)	Market	per hour, per person	71.50	10%	69.50
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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	10%	Fee
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Commercial and Private Users

Commercial and Private Users	Market	per hour, per location	241.00	10%	234.00
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Bump-in/Bump-out Fee	Market	by negotiation	Fee	10%	Fee
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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%	0.00
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Non-commercial, informative or artistic installations and activities	Zero	per hour, per location	0.00	10%	0.00
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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	10%	Fee
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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	21.50	10%	20.50
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Product Sampling

Sampling as stand-alone activity or primary purpose	Market	per hour, per location	620.00	10%	600.00
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Rallies, Marches, Commemoration and Memorial Services

All User categories	Zero	per hour, per location	0.00	10%	0.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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)

Neighbourhood Parks - Additional Charges (all user categories & event types)

Other Booking Types

Ceremonies, Proposals and Other Non-Event Uses	Market	per 3 hour block	451.00	10%	438.00
Frontline Health Services	Zero	per occasion	0.00	10%	0.00

Other Fees

Overnight Holding Fee	Market	per 12 hours, per location	360.00	10%	350.00
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Event Supervision

On-Site Event Staff (minimum 4 hour call out)	Market	per hour, per person	71.50	10%	69.50
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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	per hour, per location	Fee	10%	Fee
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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	per hour, per location	Fee	10%	Fee
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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	451.00	10%	438.00
Frontline Health Services	Zero	per occasion	0.00	10%	0.00

Other Fees

Overnight Holding Fee	Market	per 12 hours, per location	Fee	10%	Fee
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Event Supervision

On-Site Event Staff (minimum 4 hour call out)	Market	per hour, per person	71.50	10%	69.50
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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	94.00	10%	91.00
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%	0.00
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	69.00	10%	66.00

Weekends

Commercial and Private Users	Market	per hour	104.00	10%	101.00
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%	0.00
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	79.00	10%	76.00

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%	0.00
Registered NFP Organisations, Charities and Other Schools	Partial Cost	per hour	38.00	10%	36.00

Weekends

Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%	0.00
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	43.00	10%	41.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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	56.00	10%	54.00
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%	0.00
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	40.00	10%	38.00

Weekends

Commercial and Private Users	Market	per hour	60.00	10%	58.00
Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%	0.00
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	45.00	10%	43.00

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%	0.00
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	23.00	10%	22.00

Weekends

Public Schools in the City of Sydney local government area	Zero	per hour	0.00	10%	0.00
Registered NFP Organisations, Charities, and Other Schools	Partial Cost	per hour	26.00	10%	25.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CIVIC SPACES / SPORTS FIELDS / PARKS

SYNTHETIC SPORTING FIELDS

Appendix 3 sets out programs, services, and access conditions for these facilities.

Gunyama Park Synthetic Sportsfield

Hire - Full Field

Non-Commercial (Registered Not For Profit Organisations / Social Enterprises / Community Groups)	Market	per hour	197.60	10%	191.80
School Holiday (before 4pm on weekdays)	Market	per hour	110.60	10%	107.40
Commercial	Market	per hour	379.90	10%	368.80
Seasonal Booking (Non-Commercial)	Partial Cost	per hour	148.20	10%	Fee

Hire - Schools Use (Full Field)

Public schools within the City of Sydney local government area - school term sport	Zero	per hour	0.00	10%	0.00
Public schools outside the City of Sydney local government area - school term sport	Partial Cost	per hour	107.40	10%	104.20
School Carnival/Tournament - weekday 9am - 3pm	Partial Cost	per hour	107.40	10%	104.20

Additional Event/Booking Hire Charges

Cleaning	Market	per event / booking	Fee	10%	Fee
Additional Staff	Full Cost	per hour	Fee	10%	Fee

Hire - Events/Hire Costs (Full Field)

Event Field Hire - during sports competition time	Market	per hour	Fee	10%	Fee
Event Field Hire - other	Market	per hour	288.50	10%	371.40
Bump in / Bump out	Market	per hour	Fee	10%	Fee

Additional Event/Booking Hire Charges

Security Deposit (refundable)	Security Deposit	per event / booking	Fee	0%	575.40
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CIVIC SPACES / SPORTS FIELDS / PARKS

SYNTHETIC SPORTING FIELDS

Appendix 3 sets out programs, services, and access conditions for these facilities.

Gunyama Park Synthetic Sportsfield

Sports Competitions and Programs

Sports Competitions

Senior - quarter field	Market	per team, per round	83.40	10%	N/A
Senior - half field	Market	per team, per round	104.10	10%	N/A
Senior - full field	Market	per team, per round	175.10	10%	N/A
Junior - quarter field	Market	per team, per round	74.30	10%	N/A
Junior - half field	Market	per team, per round	93.30	10%	N/A
Junior - full field	Market	per team, per round	157.60	10%	N/A

Programs

Program / Event	Market	per person, per hour	Fee	10%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CIVIC SPACES / SPORTS FIELDS / PARKS

SYNTHETIC SPORTING FIELDS

Appendix 3 sets out programs, services, and access conditions for these facilities.

Getiela Synthetic Sportsfield

Hire - Full Field

Non-Commercial (Registered Not for Profit Organisations / Social Enterprises / Community Groups)	Market	per hour	197.60	10%	191.80
School Holiday (before 4pm on weekdays)	Market	per hour	110.60	10%	107.40
Commercial	Market	per hour	379.90	10%	368.80
Seasonal Booking (Non-Commercial)	Partial Cost	per hour	150.00	10%	143.90

Hire - Schools Use (Full Field)

Public schools within the City of Sydney local government area - school term sport	Zero	per hour	0.00	10%	0.00
Public schools outside the City of Sydney local government area - school term sport	Market	per hour	107.40	10%	104.20

Hire - Events/Hire Costs (Full Field)

Events Field Hire - during sports competition time	Market	per hour	Fee	10%	Fee
Event Field Hire - other	Market	per hour	288.50	10%	280.10
Bump in / Bump out	Market	per hour	Fee	10%	Fee

Additional Event/Booking Hire Charges

Security Deposit (refundable)	Security Deposit	per event / booking	Fee	0%	Fee
Cleaning	Market	per event / booking	Fee	10%	Fee
Additional Staff	Full Cost	per hour	Fee	10%	N/A

Sports Competitions and Programs

Sports Competitions

Senior - quarter field	Market	per team, per round	83.40	10%	80.90
Senior - half field	Market	per team, per round	104.10	10%	101.00
Senior - full field	Market	per team, per round	175.10	10%	170.00
Junior - quarter field	Market	per team, per round	74.30	10%	72.10
Junior - half field	Market	per team, per round	93.30	10%	90.60
Junior - full field	Market	per team, per round	157.60	10%	153.00

Programs

Program / Event	Partial Cost	per session	Fee	10%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CIVIC SPACES / SPORTS FIELDS / PARKS

SYNTHETIC SPORTING FIELDS

Appendix 3 sets out programs, services, and access conditions for these facilities.

Perry Park Synthetic Sportsfield

Hire - Full Field

Non-Commercial (Registered Not for Profit Organisations / Social Enterprises / Community Groups)	Market	per hour	197.60	10%	191.80
School Holiday (before 4pm on weekdays)	Market	per hour	110.60	10%	107.40
Commercial	Market	per hour	379.90	10%	368.80
Seasonal Booking (Non-Commercial)	Partial Cost	per hour	150.00	10%	143.90

Hire - Schools Use (Full Field)

Public schools within the City of Sydney local government area - school term sport	Zero	per hour	0.00	10%	0.00
Public schools outside the City of Sydney local government area - school term sport	Market	per hour	107.40	10%	104.20

Hire - Events/Hire Costs (Full Field)

Event Field Hire - during sports competition time	Market	per hour	Fee	10%	Fee
Event Field Hire - other	Market	per hour	288.50	10%	280.10
Bump-in/Bump-out	Market	per hour	Fee	10%	Fee

Additional Event/Booking Hire Charges

Security Deposit (refundable)	Security Deposit	per event / booking	Fee	0%	Fee
Cleaning	Market	per event / booking	Fee	10%	Fee
Additional Staff	Full Cost	per hour	Fee	10%	Fee

Sports Competitions and Programs

Sports Competitions

Senior - quarter field	Market	per team, per round	83.40	10%	80.90
Senior - half field	Market	per team, per round	104.10	10%	101.00
Senior - full field	Market	per team, per round	175.10	10%	170.00
Junior - quarter field	Market	per team, per round	74.30	10%	72.10
Junior - half field	Market	per team, per round	93.30	10%	90.60
Junior - full field	Market	per team, per round	157.60	10%	153.00

Programs

Program / Event	Partial Cost	per session	Fee	10%	Fee
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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CIVIC SPACES / SPORTS FIELDS / PARKS

SYNTHETIC SPORTING FIELDS

Appendix 3 sets out programs, services, and access conditions for these facilities.

The Crescent Synthetic Sportsfield

Hire - Half Field

Commercial and Private Users	Market	per hour	181.00	10%	176.00
Non-Commercial Users (Registered Not For Profit Organisations, Charities, or Non-Commercial Applicants)	Partial Cost	per hour	94.00	10%	90.00

Hire - Schools Use (Half Field)

Public schools within the City of Sydney local government area	Zero	per hour	0.00	10%	0.00
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Seasonal Sport Bookings

Non-Commercial Users (Registered Not For Profit Organisations, Charities, or Non-Commercial Applicants)	Partial Cost	per hour	71.00	10%	67.50
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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	10%	Fee
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Other Booking types

Other Booking Types

Standard cricket net hire charge (all nets, all days)	Market	per hour	47.50	10%	46.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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%	Fee
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Application Fee (All Event Applications)

Commercial and Private Users

Commercial and Private Users	Market	per event	370.00	10%	360.00
Commercial and Private Users - short lead applications	Market	per event	670.00	10%	650.00
Short lead application fee for requests with less than (4) weeks lead time between application submission and the first day of space use.					

Non-Commercial Users

Frontline Health Care Services	Zero	per event	0.00	10%	0.00
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	70.00	10%	67.00
Non-commercial, informative or artistic installations and activities	Zero	per hour, per location	0.00	10%	0.00

Other Event Equipment and Structures

Use of unbranded barricades for crowd management (at the City's request)	Zero	per hour, per location	0.00	10%	0.00
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Administration Charges

Public exhibition and advertising costs	Full Cost	by quotation	Fee	10%	Fee
Reissue of a permit within 48 hours of event commencement	Full Cost	per permit	348.00	10%	333.00

Event Supervision

Site Supervisor (minimum 4 hour call per call out)	Market	per hour	85.00	10%	82.50
Rangers (minimum 4 hour call per call out)	Full Cost	per hour	103.00	10%	99.00
On-Site Event Staff (minimum 4 hour call out)	Market	per hour, per person	71.50	10%	69.50
Event Management - Site Arborist / Parks Manager	Partial Cost	per hour	110.00	10%	110.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.)	GST	2025/26 (\$ Fee (GST incl.)
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CIVIC SPACES / SPORTS FIELDS / PARKS

ADDITIONAL CHARGES - ALL LOCATIONS, EVENTS, USER CATEGORIES

Vehicle Access to Site

Where access to Council land involves the entry of vehicles or plant onto Council land.

Standard Vehicle Entry (e.g.: maintenance vehicles)	Market	per vehicle	185.00	0%	180.00
Heavy Goods Vehicle/Crane Entry fee	Market	per vehicle	1,390.00	0%	1,344.00
Removal of bollards, opening of gates for vehicle entry and closure	Market	per occasion	170.00	10%	165.00

Power Access to Site

At sites where power is available

3 Phase Power Access	Full Cost	per location, per day	231.00	10%	221.00
Single Phase Power Access	Full Cost	per location, per day	97.00	10%	93.00
Smartpole power access (City smartpoles only)	Full Cost	by quotation	Fee	10%	Fee

Use of Park/Civic Space - for construction/material storage (not associated with an event)

Application Fee	Market	per application	573.00	0%	556.00
Usage Fee	Market	per m2, per day	46.00	10%	45.00

Use of Park/Civic Space - for construction/material storage (associated with an event)

Usage Fee	Market	per m2, per day	29.00	10%	28.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CIVIC SPACES / SPORTS FIELDS / PARKS

ADDITIONAL CHARGES - ALL LOCATIONS, EVENTS, USER CATEGORIES

Miscellaneous Charges (associated with an event)

Ancillary Use of Park

Ancillary Use of Park - 4 hour Fee	Market	per 4 hours	343.00	10%	333.00
Ancillary Use of Park - 8 hour Fee	Market	per 8 hours	570.00	10%	554.00

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	22.00	10%	21.00
Community Events	Zero	per day	0.00	10%	0.00

Flower Box relocation

- relocation includes return to correct position

Flower Box relocation - within site (100m)	Full Cost	per occasion	Fee	10%	Fee
Flower Box relocation - off-site	Full Cost	per occasion	Fee	10%	Fee

Turning On and Off Water Features (normal business hours)

Confined Space	Full Cost	by quotation	Fee	10%	Fee
Non-confined Space	Full Cost	by quotation	Fee	10%	Fee

Turning On and Off Water Features (outside normal business hours)

Confined Space	Full Cost	by quotation	Fee	10%	Fee
Non-confined Space	Full Cost	by quotation	Fee	10%	Fee

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CIVIC SPACES / SPORTS FIELDS / PARKS

PARKS AND STREET GREENING AREAS – RECTIFICATION WORKS

The purpose of these works is to repair, restore or make good the City's parks and street greening areas, to restore their condition to that of pre-event condition.

Rectification of Turf

Includes cleansing of the park, incorporating cleaning, waste disposal etc.

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	61.00	10%	58.00
Kikuyu Turf Replacement	Partial Cost	per m2	46.00	10%	44.00

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	15.00	10%	14.00
Decompaction and aeration	Partial Cost	per m2	2.00	10%	282.00

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	18.00	10%	17.00
Plant Replacement	Partial Cost	each	36.00	10%	34.00

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	12,550.00	10%	6,968.00
Bench Seat Replacement	Partial Cost	each	4,512.00	10%	4,318.00
Bin Enclosure Replacement	Partial Cost	each	5,340.00	10%	5,110.00
Free Standing Tap Replacement (includes both damaged tap and post)	Partial Cost	each	459.00	10%	439.00

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	2,980.00	10%	1,637.00
Anti-Vehicle Bollard Replacement	Partial Cost	each	7,519.00	10%	7,195.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.)	GST	2025/26 (\$ Fee (GST incl.)
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CIVIC SPACES / SPORTS FIELDS / PARKS

PARKS AND STREET GREENING AREAS – RECTIFICATION WORKS

The purpose of these works is to repair, restore or make good the City's parks and street greening areas, to restore their condition to that of pre-event condition.

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 lineal metre	86.00	10%	78.00
Concrete Edging Replacement	Partial Cost	per lineal metre	150.00	10%	130.00
Brick Edging Replacement	Partial Cost	per lineal metre	170.00	10%	79.00

Other Park Assets

Metal Hoop Fencing	Partial Cost	per lineal metre	250.00	10%	N/A
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Rectification of Miscellaneous Park Assets

Fee - other park assets includes any required repair, restoration or make-good of other park assets (ie: not itemised in this Schedule).	Partial Cost	by quotation	Fee	10%	N/A
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Rectification - Site Management

Includes any required repair, restoration or make good of other park assets not otherwise specified, to the pre-event condition

Fee - other site management costs Fee includes costs such as installation of equipment, daily monitoring, repositioning (if required), and removal.	Partial Cost	by quotation	Fee	10%	Fee
Fee - Fencing	Partial Cost	per lineal metre, per week	16.00	10%	16.00

Rectification - Cleansing

High Pressure Water Cleaning High pressure water cleaning includes plant, operator and cleaning products	Partial Cost	per m2	10.00	10%	79.00
Waste Disposal Waste disposal excludes asbestos, hazardous and bio-hazardous waste	Partial Cost	per tonne	675.00	10%	646.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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CIVIC SPACES / SPORTS FIELDS / PARKS

PARKS AND STREET GREENING AREAS - CORRECTIVE WORKS

These fees are for the engagement of services by the City for the performance of works within parks and street greening areas. This may include minor restoration works, corrective maintenance or periodic maintenance works to deliver high quality public spaces.

Restoration, Corrective or Maintenance Works for Parks and Street Greening areas

Turf Area

Fee - Restoration/Corrective/Maintenance Works	Partial Cost	per m2	95.00	10%	90.00
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Garden Area

Fee - Restoration/Corrective/Maintenance Works	Partial Cost	per m2	230.00	10%	220.00
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Other Park Assets

Fee - Restoration/Corrective/Maintenance includes parks infrastructure assets (such as paving, fencing, furniture, plumbing etc)	Partial Cost	by quotation	Fee	10%	N/A
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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 NSW Seniors Card (excluding Senior Savers card), Commonwealth Health Care, Pensioner Concession or Seniors Health Cards

In the event of the City organising a Community Greening education program for an organisation, the direct costs associated with this program may be charged to the organisation.

Workshops

Adult Programs

Standard 1 hour walk, talk, demonstration	Market	per registrant	40.00	10%	35.00
Concession 1 hour walk, talk, demonstration	Market	per registrant	30.00	10%	26.25
Standard 1.5 hour walk, talk, demonstration	Market	per registrant	60.00	10%	55.00
Concession 1.5 hour walk, talk, demonstration	Market	per registrant	45.00	10%	41.25
Standard 2.5 hours (plus materials)	Market	per registrant	85.00	10%	80.00
Concession 2.5 hours (plus materials)	Market	per registrant	64.00	10%	60.00
Standard 1/2 day (plus materials)	Market	per registrant	110.00	10%	100.00
Concession 1/2 day (plus materials)	Market	per registrant	85.00	10%	75.00
Standard 1 day (plus materials)	Market	per registrant	150.00 - 220.00	10%	120.00 - 200.00
Concession 1 day (plus materials)	Market	per registrant	90.00 - 165.00	10%	90.00 - 150.00
Webinars	Market	per registrant	Fee	10%	Fee
Multiple day programs	Partial Cost	by negotiation	Fee	10%	Fee
Accredited Courses/Workshops	Market	by negotiation	Fee	10%	Fee
Corporate/Professional Development Workshop	Market	by negotiation	Fee	10%	Fee
Speaking fee	Market	by negotiation	Fee	10%	Fee
Travel fee for speaking events	Partial Cost	per booking / event	Fee	10%	Fee
Organisations	Partial Cost	by negotiation	Fee	10%	Fee

Adult Lifestyle Programs

Group Session 1 hour	Market	per registrant	0.00 - 60.00	10%	0.00 - 50.00
Standard 1/2 day (plus materials)	Market	per registrant	75.00 - 150.00	10%	75.00 - 150.00
Concession 1/2 day (plus materials)	Market	per registrant	57.00 - 112.00	10%	56.25 - 112.50
Standard 1 day (plus materials)	Market	per registrant	75.00 - 220.00	10%	75.00 - 200.00
Concession 1 day (plus materials)	Market	per registrant	57.00 - 165.00	10%	56.25 - 150.00

Draft Schedule of Fees & Charges 2026/27

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CIVIC SPACES / SPORTS FIELDS / PARKS

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Workshops

Children's Programs

Schools Program - 2 hour session - Public schools, City of Sydney local government area (minimum fee per group: \$390)	Market	per registrant	15.50	10%	minimum fee per group: \$375.00
Schools Program - 2 hour session - Other schools (minimum fee per group: \$400)	Market	per registrant	16.00	10%	minimum fee per group: \$375.00
International student group program	Market	by negotiation	Fee	10%	N/A
School Incursion Experience	Market	by negotiation	Fee	10%	Fee
Travel fee for incursion experiences	Partial Cost	per booking	Fee	10%	Fee
Standard teacher 1 hour orientation session (plus materials)	Market	per registrant	0.00 - 40.00	10%	0.00 - 30.00
Concession teacher 1 hour orientation session (plus materials)	Market	per registrant	0.00 - 22.50	10%	0.00 - 22.50
Holiday Program 1 hour session (plus materials)	Market	per child, per session	0.00 - 40.00	10%	0.00 - 30.00
Holiday Program 1.5 hour session (plus materials)	Market	per child, per session	0.00 - 60.00	10%	0.00 - 50.00
Miscellaneous Children's Activities and Programs	Partial Cost	by negotiation	Fee	10%	Fee
Family activity - 1 hour session	Market	per registrant	5.00 - 80.00	10%	5.00 – 15.00

Education Display

External Event	Partial Cost	by negotiation	Fee	10%	Fee
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Corporate Group Activity

2.5 hour corporate activity (minimum fee per group: \$600)	Market	per person	85.00	10%	70.00
3.5 hour corporate activity (minimum fee per group: \$600)	Market	per person	110.00	10%	90.00
1 hour corporate group tour (minimum fee per group: \$600)	Market	per person	45.00	10%	20.00
1.5 hour corporate workshop (minimum fee per group: \$600)	Market	per person	65.00	10%	30.00
2.5 hour corporate workshop (minimum fee per group: \$600)	Market	per person	85.00	10%	70.00

Draft Schedule of Fees & Charges 2026/27

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CIVIC SPACES / SPORTS FIELDS / PARKS

CITY GREENING - includes City Farm, Urban Ecology, and Community Gardens.

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Tours

Tour Only

Standard tour (1 hour)	Market	per person	20.00	10%	10.00
Concession tour (1 hour)	Market	per person	15.00	10%	7.50
Custom Group Tours	Partial Cost	by negotiation	Fee	10%	Fee
International student group tour	Partial Cost	by negotiation	Fee	10%	N/A

Activity as part of tour

1.5 hour Youth group tour and activity (minimum fee per group: \$300)	Market	per person	20.00	10% minimum fee per group: \$180.00	
Standard group tour and activity (1.5 hours, up to 12 participants)	Partial Cost	by negotiation	Fee	10%	Fee

Products

Produce	Market	per unit	1.00 - 20.00	10%	1.00 - 20.00
Plants	Market	per unit	0.50 - 50.00	10%	0.50 - 50.00
Seeds	Market	per unit	0.50 - 50.00	10%	0.50 - 50.00
Compost bins	Market	per unit	0.00 - 500.00	10%	0.00 - 500.00
Worm farms	Market	per unit	0.00 - 400.00	10%	0.00 - 400.00
City Farm merchandise	Market	per unit	0.50 - 100.00	10%	0.50 - 100.00

DONATIONS OF TREE AND PARKS ASSETS

DONATION OF TREES AND PARKS ASSETS

The City accepts donations of trees and parks assets (such as park seats), subject to City policies and standards. General donations will also be accepted as a contribution to the City's tree planting program, across the City of Sydney local government area.

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%	1,200.00
600 litre tree or above - planted in high profile locations	Market	each	5,000.00	10%	5,000.00

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	4,450.00	10%	3,988.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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	22.00	10%	21.00
2D Program - Concession	Partial Cost	per person, per hour	18.00	10%	17.00

2D Masterclass Program

2D Masterclass	Market	per person, per hour	37.00	10%	36.00
2D Masterclass - Concession	Partial Cost	per person, per hour	26.00	10%	25.00

Ceramics Programs

Ceramics Program

Ceramics Program	Market	per person, per hour	26.00	10%	25.00
Ceramics Program - Concession	Partial Cost	per person, per hour	21.00	10%	20.00

Ceramics Masterclass Program

Ceramics Masterclass	Market	per person, per hour	43.00	10%	42.00
Ceramics Masterclass - Concession	Partial Cost	per person, per hour	31.00	10%	30.00

Printmaking Programs

Printmaking Program

Printmaking Program	Market	per person, per hour	22.00	10%	21.00
Printmaking Program - Concession	Partial Cost	per person, per hour	18.00	10%	17.00

Printmaking Masterclass Program

Printmaking Masterclasses	Market	per person, per hour	37.00	10%	36.00
Printmaking Masterclasses - Concession	Partial Cost	per person, per hour	26.00	10%	25.00

Draft Schedule of Fees & Charges 2026/27

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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.

Object Programs

Object Program

Object Program	Market	per person, per hour	26.00	10%	25.00
Object Program - Concession	Partial Cost	per person, per hour	21.00	10%	20.00

Object Masterclass Program

Object Masterclasses	Market	per person, per hour	43.00	10%	42.00
Object Masterclasses - Concession	Partial Cost	per person, per hour	31.00	10%	30.00

Children & Youth Programs

School Holiday Creative Workshops

School Holiday (2D and Print)	Market	per person, per hour	21.00	10%	20.00
School Holiday (2D and Print) - Concession	Partial Cost	per person, per hour	17.00	10%	16.00
School Holiday (Ceramics and Jewellery)	Market	per person, per hour	31.00	10%	30.00
School Holiday (Ceramics and Jewellery) - Concession	Partial Cost	per person, per hour	25.00	10%	24.00
School Holidays Creative Connection Program	Partial Cost	per person	0.00 - 510.00	10%	0.00 - 510.00

Late Fees

Fee for late pick up of children from workshops	Market	flat fee	22.00	10%	22.00
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Additional Charges

Additional firing (per kilo minimum)	Full Cost	per person	10.00	10%	10.00
Additional class materials (applicable to all programs)	Market	per person	0.00 - 1530.00	10%	0.00 - 1530.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.)	GST	2025/26 (\$ Fee (GST incl.)
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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.

Other Programs

Studio Access Program (Ceramics and Object)	Market	per person, per hour	18.00	10%	N/A
Studio Access Program (2D and Print)	Market	per person, per hour	15.00	10%	15.00
Creative Connection Program (General)	Partial Cost	per person	0.00 - 510.00	10%	0.00 - 510.00
Bespoke Term/Workshop/Masterclass	Market	per person	0.00 - 1500.00	10%	0.00 - 1500.00

Other Charges

Art Tutor Rate	Market	per hour	118.50	10%	115.00
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Draft Schedule of Fees & Charges 2026/27

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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%	0.00 - 800.00
Makerspace Public Program - Concession	Partial Cost	per session	0.00 - 800.00	10%	0.00 - 800.00
Custom workshop/masterclass (including some materials)	Market	per person	0.00 - 1500.00	10%	0.00 - 1500.00
Materials	Market	per person	0.00 - 1500.00	10%	0.00 - 1500.00
Tutor Rate	Market	per hour	55.00 - 200.00	10%	55.00 - 200.00
Studio Access Program	Market	per hour	15.00	10%	15.00

Fabrication 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%	5.00
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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%	3.00
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3-D Printing - Assistive Tools

Available to eligible customers, on application. Each 3-D printing job includes a set-up fee, and a printing time fee.

Set Up Fee

Set Up Fee	Zero	per job, per item	0.00	10%	0.00
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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%	0.00 - 10.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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CREATIVE PROGRAMS

Program fees will also apply to offsite programs delivered at other locations.

IDEAS LAB, DARLING SQUARE LIBRARY

Fabrication 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%	5.00
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Materials Fee

Materials Fee	Market	per job, per item	0.00 - 200.00	10%	0.00 – 200.00
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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%	0.00
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Materials Fee

Materials Fee	Market	per job, per item	0.00 - 200.00	10%	0.00 – 200.00
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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%	0.00 - 125.00
Community Hire - without equipment	Partial Cost	per hour	0.00 - 60.00	10%	0.00 - 60.00

Start-up Hire

Start-up Hire - with equipment	Partial Cost	per hour	0.00 - 180.00	10%	0.00 - 180.00
Start-up Hire - without equipment	Partial Cost	per hour	0.00 - 80.00	10%	0.00 - 80.00

Corporate Hire

Corporate Hire - with equipment	Market	per hour	0.00 - 250.00	10%	0.00 - 250.00
Corporate Hire - without equipment	Market	per hour	0.00 - 120.00	10%	0.00 - 120.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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LIBRARY SERVICES

LIBRARY MEMBERSHIP

For further information regarding membership conditions, please refer to the Library and Information Services section of the City's website.

Membership

All membership types	Legislative	per membership term	0.00	0%	0.00
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LIBRARY SERVICES

Photocopying / Printing / Scanning

Scanning

Scan to email	Zero	per page	0.00	10%	0.00
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Photocopying / Printing

A4 Colour	Market	per page	1.00	10%	1.00
A3 Colour	Market	per page	2.00	10%	2.00
A4 Black & White	Market	per page	0.20	10%	0.20
A3 Black & White	Market	per page	0.30	10%	0.30

PC Access

Members (maximum of 3 hours per day)	Zero	per half hour or part thereof	0.00	10%	0.00
Non Members - Internet research only PC's (limit of 20 minutes)	Zero	per 20 minutes	0.00	10%	0.00
Non Members - Internet, Email, MS Office, Adobe Creative Cloud PC's	Market	per hour or part thereof	3.60	10%	3.50

Internet and Wi Fi Access

Internet & Wi-Fi Access Fee	Zero	per half hour or part thereof	0.00	10%	0.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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LIBRARY SERVICES

LIBRARY PROGRAMS

Technology Program

Technology Class - Full	Market	per session	0.00 - 200.00	10%	0.00 - 200.00
Technology Class - Full	Market	per session	0.00 - 200.00	10%	0.00 - 200.00
Technology Class - Concession	Partial Cost	per session	0.00 - 200.00	10%	0.00 - 200.00
Technology Class - Concession	Partial Cost	per session	0.00 - 200.00	10%	0.00 - 200.00

Library Public Programs

Library Public Program - Full	Market	per session	0.00 - 800.00	10%	0.00 - 800.00
Library Public Program - Concession	Partial Cost	per session	0.00 - 800.00	10%	0.00 - 800.00
Makerspace Materials	Market	per person	0.00 - 500.00	10%	0.00 - 500.00

MISCELLANEOUS SERVICES

Inter Library Loans

Inter Library Loan	Market	per item	3.60	10%	3.50
Inter Library Loan - charging library (minimum fee of \$33.00 - fees vary depending on rate charged by other library)	Market	per item	Fee	10%	Minimum fee of 30.00

Lost/damaged Items

Both a replacement and a processing fee apply to each lost or damaged item. For further information regarding fees, please refer to the Library and Information Services section of the City's website.

Replacement Fee

Replacement Fee - based on the cost of the item at the time of the original purchase	Full Cost	per item	Fee	10%	Fee
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Processing Fee

Replacement Book	Market	per item	16.00	10%	5.00 - 20.00
Replacement Periodicals	Market	per item	8.00	10%	5.00 - 20.00
Other replacement items - including makerspace kits, musical instruments, gaming consoles, CD's, DVD's, audio-visual equipment	Market	per item	16.00	10%	5.00 - 20.00

Library Items/Merchandise

Replacement Membership Card	Market	per card	5.50	0%	5.00
Low Value Item (small size/high volume/standard quality)	Market	per item	0.00 - 100.00	10%	0.00 - 100.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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HISTORY PUBLICATIONS

SALE OF PUBLICATIONS

Titles

"The Accidental City"	Partial Cost	each	5.00	10%	5.00
"Sydney Town Hall"	Partial Cost	each	5.00	10%	5.00
"Capitol Theatre"	Partial Cost	each	5.00	10%	5.00
"Sacked! The Sydney City Council 1853-1988"	Partial Cost	each	5.00	10%	5.00
"Pyrmont & Ultimo [2nd edition]"	Market	each	30.00	10%	30.00
"Chippendale [2nd edition]"	Market	each	30.00	10%	30.00
"Surry Hills [2nd edition]"	Market	each	30.00	10%	30.00
"Millers Point [2nd edition]"	Market	each	30.00	10%	30.00
"Red Tape Gold Scissors [English 2nd edition]"	Market	each	30.00	10%	30.00
"Sydney Town Hall & Collections"	Market	each	50.00	10%	50.00
"Grandeur & Grit (Glebe History)"	Market	each	35.00	10%	35.00
"We Never Had a Hotbed of Crime" - Hardback	Partial Cost	each	10.00	10%	10.00
"We Never Had a Hotbed of Crime" - Paperback	Partial Cost	each	5.00	10%	5.00
"Musical Chairs: The Quest for a City Recital Hall"	Partial Cost	each	5.00	10%	5.00
Barani Barrabugu Booklet Bulk Request	Partial Cost	per order	Fee	10%	Fee
"Our City: 175 years in 175 objects" Exhibition Catalogue	Market	each	20.00	10%	20.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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%	300.00
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Childcare Fees

Standard Fee	Partial Cost	per child, per day	130.00	0%	125.00
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REDFERN OCCASIONAL CARE CENTRE

Childcare Fees

Standard Fee

Half Day	Partial Cost	per child, per half day	42.00	0%	40.00
Full Day	Partial Cost	per child, per day	84.00	0%	80.00

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%	200.00
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Childcare Fees

Standard Fee

Standard Fee	Partial Cost	per child, per day	57.00	0%	54.30
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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	15.00	0%	14.50
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EARLY EDUCATION AND CARE - MISCELLANEOUS SERVICES

Children's Activities

Children's Activities	Full Cost	per child, per activity	0.00 - 51.50	0%	0.00 – 50.00
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EARLY EDUCATION AND CARE - LATE FEES

Late Fees

Up to 15 minutes after the session ends or service closes	Partial Cost	per family	21.00	0%	20.00
Between 16 - 30 minutes after the service closes	Partial Cost	per family	42.00	0%	40.00
Between 31 - 45 minutes after the service closes	Partial Cost	per family	63.00	0%	60.00
Between 46 - 60 minutes after the service closes	Partial Cost	per family	84.00	0%	80.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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%	100.00
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After School Care

Standard Fee	Partial Cost	per child, per afternoon	31.00	0%	30.00
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Vacation Care

(cost of excursions included in fee)

Standard Fee	Partial Cost	per child, per day	70.00	0%	67.00
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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%	100.00
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After School Care

Standard Fee	Partial Cost	per child, per afternoon	31.00	0%	30.00
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Vacation Care

(cost of excursions included in fee)

Standard Fee	Partial Cost	per child, per day	70.00	0%	67.00
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OUTSIDE SCHOOL HOURS CARE - MISCELLANEOUS SERVICES

Children's Activities

Children's Activities	Full Cost	per child, per activity	0.00 - 51.50	0%	0.00 – 50.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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	21.00	0%	20.00
Between 16 - 30 minutes after the service closes	Partial Cost	per family	42.00	0%	40.00
Between 31 - 45 minutes after the service closes	Partial Cost	per family	63.00	0%	60.00
Between 46 - 60 minutes after the service closes	Partial Cost	per family	84.00	0%	80.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.)	GST	2025/26 (\$ Fee (GST incl.)
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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%	0.00 - 20.00
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MEALS ON WHEELS SERVICE

Operated from the City's Burrows Rd Distribution Centre.

A Meal fee waiver may be available on request (subject to conditions)

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	each	7.10	0%	6.80
Meal Only (Salad)	Partial Cost	per meal	7.10	0%	6.80
Dessert (subject to conditions)	Partial Cost	each	2.20	0%	2.10
Soup Only (subject to conditions)	Partial Cost	each	2.20	0%	2.10
Bread (subject to conditions)	Zero	per serving	0.00	0%	0.00
Snack Only	Partial Cost	each	2.00 - 10.00	0%	2.00 - 10.00

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	per meal	11.55	0%	11.55
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Service Provider Fee - For National Disability Insurance Scheme (NDIS) funded Packages

Eligible NDIS Customers	Full Cost	per meal	11.55	0%	11.55
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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%	0.00
Full Day (over 4 hours)	Zero	per booking	0.00	10%	0.00
Additional overnight charge	Zero	per night	0.00	10%	0.00
Cleaning Fee - to be charged if buses not returned clean	Partial Cost	per booking	108.00	10%	103.00
Refuelling Fee - to be charged if buses returned not refuelled	Partial Cost	per booking	68.00	10%	65.00

Category B

Non-profit Organisations / Community Groups / Disadvantaged Schools

Full Day (over 4 hours)	Partial Cost	per booking	33.00	10%	32.00
Additional overnight charge	Partial Cost	per night	100.00	10%	95.00
Cleaning fee - to be charged if buses returned not cleaned	Partial Cost	per booking	108.00	10%	103.00
Refuelling fee - to be charged if buses returned not refuelled	Partial Cost	per booking	68.00	10%	65.00
Pre-trip Inspection Fee (hires travelling outside 100km radius of City of Sydney local government area)	Partial Cost	per booking	57.00	10%	55.00
Toll charges (cost of tolls used throughout hire)	Full Cost	per booking	Fee	10%	Fee

Category C

Other Groups / Non-City of Sydney Organisations / Other Schools

Half day (up to 4 hours)	Partial Cost	per booking	119.00	10%	114.00
Full Day (over 4 hours)	Partial Cost	per booking	200.00	10%	193.00
Additional overnight charge	Partial Cost	per night	100.00	10%	95.00
Cleaning fee - to be charged if buses returned not cleaned	Partial Cost	per booking	108.00	10%	103.00
Refuelling fee - to be charged if buses returned not refuelled	Partial Cost	per booking	68.00	10%	65.00
Pre-trip Inspection Fee (hires travelling outside 100km radius of City of Sydney local government area)	Partial Cost	per booking	57.00	10%	55.00
Toll charges (cost of tolls used throughout hire)	Full Cost	per booking	Fee	10%	Fee

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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%	55.00
Monday - Friday 5pm to midnight (minimum 4 hrs)	Market	per hour	110.00	10%	110.00
Weekend - 7am - midnight (minimum 4hrs)	Market	per hour	110.00	10%	110.00
Public Holidays	Market	per hour	165.00	10%	165.00

Fuel Usage Charge

To be approved by the Community Transport Coordinator prior to confirmation of bus booking

Fee	Partial Cost	per km	0.54	10%	0.52
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Insurance Excess Fee

To recover the cost of any repairs below the City's insurance excess

Costs incurred by the City	Full Cost	per incident	Fee	10%	Fee
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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%	0.00 - 250.00
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Special Youth Events

Activities and Excursions (recovery of the City's costs, up to \$100)	Partial Cost	per person	Fee	10%	Fee
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Equipment Hire and Sales

Equipment Hire	Partial Cost	per item	0.00 - 60.00	10%	0.00 - 60.00
Equipment and Materials Sales	Market	per item	Fee	10%	Fee

Photocopies / Printing

A4 Black & White	Market	per copy	0.20	10%	0.20
A3 Black & White	Market	per copy	0.30	10%	0.30
A4 Colour	Market	per copy	1.00	10%	1.00
A3 Colour	Market	per copy	2.00	10%	2.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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BANNER POLES

BANNER POLE ADVERTISING

Simple Sequence

Establishment Fee (for less than 51 banner installations or dismantles)

This fee applies once, on installation, and once on dismantling, per campaign.

Fee	Market	per campaign	665.00	0%	645.00
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Installation and Dismantling Fee

Fee	Market	per banner	98.00 - 175.00	0%	80.00 – 160.00
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Cleaning

Washing, Labelling & Packing	Market	per banner	15.50	0%	15.00
Banner Recycling	Full Cost	per banner	11.00	0%	10.00

Complex Sequence

Establishment Fee (for less than 51 banner installations or dismantles)

This fee applies once, on installation, and once on dismantling, per campaign.

Fee	Market	per campaign	665.00	0%	645.00
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Installation and Dismantling Fee

Fee	Market	per banner	110.00 - 185.00	0%	92.00 – 170.00
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Cleaning

Washing, Labelling & Packing	Market	per banner	15.50	0%	15.00
Banner Recycling	Full Cost	per banner	11.00	0%	10.00

Commercial Rate

Commercial Rate - Premium	Market	per banner, per week	192.00	0%	187.00
Commercial Rate - City	Market	per banner, per week	149.00	0%	145.00
Commercial Rate - Urban	Market	per banner, per week	80.00	0%	88.00

Charities and NFP's (Registered)

Rate - Charity and Not For Profit Organisations	Market	per banner, per week	36.00	0%	35.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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BANNER POLES

BANNER POLE ADVERTISING

Government

Government Rate - Premium	Market	per banner, per week	152.00	0%	147.00
Government Rate - City	Market	per banner, per week	123.00	0%	120.00
Government Rate - Urban	Market	per banner, per week	70.00	0%	72.00

Sponsorship

Charities and NFP's (Registered)

Rate - Charity and Not For Profit Organisations	Market	per banner, per week	36.00	0%	35.00
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Government

Government Rate - Premium	Market	per banner, per week	152.00	0%	147.00
Government Rate - City	Market	per banner, per week	123.00	0%	120.00
Government Rate - Urban	Market	per banner, per week	70.00	0%	72.00

Delivery fees

Outside the Sydney Metropolitan Area	Market	per campaign	376.00	0%	365.00
Within the Sydney Metropolitan Area	Market	per campaign	201.00	0%	195.00

Order Variation Fee

Order Variation Fee	Market	per campaign	525.00	0%	510.00
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Urgency Fees

Applicable when installers receive late banner deliveries close to the installation date

Urgency Fee	Market	per campaign	1,050.00	0%	980.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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EVENTS

HIRE OF EVENT ASSETS

Production Items	Market	per item, per week	0.00 - 600.00	10%	0.00 - 600.00
Scenic Items	Market	per item, per week	0.00 - 650.00	10%	0.00 - 650.00
Scenic Installations	Partial Cost	per item	Fee	10%	Fee

EVENT TICKETING

Event Ticket	Market	per person	0.00 - 400.00	10%	0.00 - 400.00
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SALE OF EVENT ITEMS (INCLUDING BANNERS)

Low Value Item (small size/high volume/standard quality)	Market	per item	0.00 - 200.00	10%	0.00 - 200.00
Medium Value Item (medium size/limited volume/good quality)	Market	per item	200.00 - 800.00	10%	200.00 - 800.00
High Value Item (large size/very limited volume/ exceptional quality)	Market	per item	600.00 - 1000.00	10%	600.00 - 1000.00

EVENT PARTICIPATION

Stall / Vending Hire

Stall Hire	Market	per unit	0.00 - 3000.00	10%	0.00 - 3000.00
Vending Hire Fees	Market	per item	0.00 - 3000.00	10%	0.00 - 3000.00

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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LEGAL

DOCUMENT PREPARATION

Document

Positive Covenant or Restriction on the use of land (including variations)	Partial Cost	per document	625.00	10%	605.00
Simple Deed or Agreement	Partial Cost	per document	1,875.00	10%	1,800.00
Complex Deed or Agreement	Partial Cost	per document	4,600.00	10%	4,400.00
Short Form Planning Agreement (unamended standard form)	Zero	per document	0.00	10%	-
Short Form Planning Agreement (amended)	Partial Cost	per document	1,875.00	10%	1,800.00
Simple Planning Agreement	Partial Cost	per document	5,750.00	10%	5,500.00
Complex Planning Agreement	Partial Cost	per document	15,750.00	10%	15,000.00
Documents prepared by external lawyers	Full Cost	per document	Fee - at cost	10%	Fee - at cost
Disbursements (e.g.: LRS, PEXA fees)	Full Cost	per item (disbursement)	Fee - at cost	10%	Fee - at cost

Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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INFORMATION MANAGEMENT

CITY RECORDS - FORMAL GIPAA APPLICATIONS

Formal Access Application (not personal information of applicant)

Application Fee	Legislative	per request	30.00	0%	30.00
Processing Charge	Legislative	per hour	30.00	0%	30.00

Formal Access Application (personal information of applicant)

Application Fee	Legislative	per request	30.00	0%	30.00
Processing Charge after the first 20 hrs	Legislative	per hour	30.00	0%	30.00

Internal Review

Application Fee	Legislative	per request	40.00	0%	40.00
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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	10.00	0%	5.00
Digitisation of files	Partial Cost	per folder, per file	30.00	0%	25.00
Digitisation (other than of files, photographs and plans)	Full Cost	per request	Fee	0%	Fee

Copies of Photographs

Digitisation of photograph	Full Cost	per image	25.00	0%	20.00
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SUBPOENA PROCESSING

Also see fees under Legal category - Document / File Preparation for Court

Conduct Money

Conduct Money	Full Cost	per application	40.00	0%	30.00
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$ Fee (GST incl.))	GST	2025/26 (\$ Fee (GST incl.))
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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%	100.00
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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%	Fee
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SECURITIES

Fee for Refundable Security Deposits & S7.11 Contributions

Base Management Fee - BDD pre-2004 where applicable	Partial Cost	per deposit amount	2.20%	10%	2.20%
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FINANCE CHARGES

Enquiry Fees

Investigation Fee	Full Cost	per item	50.00	10%	50.00
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Dishonoured Fee

Cheques, Electronic Transactions, Credit Cards, etc	Partial Cost	per item	35.00	10%	35.00
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Rates Refunds

Rates Refund Fee	Partial Cost	per assessment	50.00	10%	50.00
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Presentation Charges

Presentations by City staff	Partial Cost	per event	0.00 - 2500.00	10%	0.00 - 2500.00
Presentations/technical advice to visiting organisations	Partial Cost	per day, per event	0.00 - 2500.00	10%	0.00 - 2500.00

INTEREST ON OVERDUE DEBTS

Interest on Overdue Rates

Per annum rate, calculated daily:

Interest Rate	Legislative	per assessment	10.50%	0%	10.50%
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Interest on Other Overdue Debts

Per annum rate, calculated daily:

Interest Rate	Partial Cost	per debt	10.50%	0%	10.50%
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Draft Schedule of Fees & Charges 2026/27

Description	Pricing Code	Unit of Measure	2026/27 (\$) Fee (GST incl.)	GST	2025/26 (\$) Fee (GST incl.)
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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%	0.00 - 80.00
Non-Residents	Market	per registrant	0.00 - 80.00	10%	0.00 - 80.00
Organisations	Partial Cost	by negotiation	Fee	10%	Fee



Draft Commercial Venue Hire

Fees and Charges
2026/27
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.

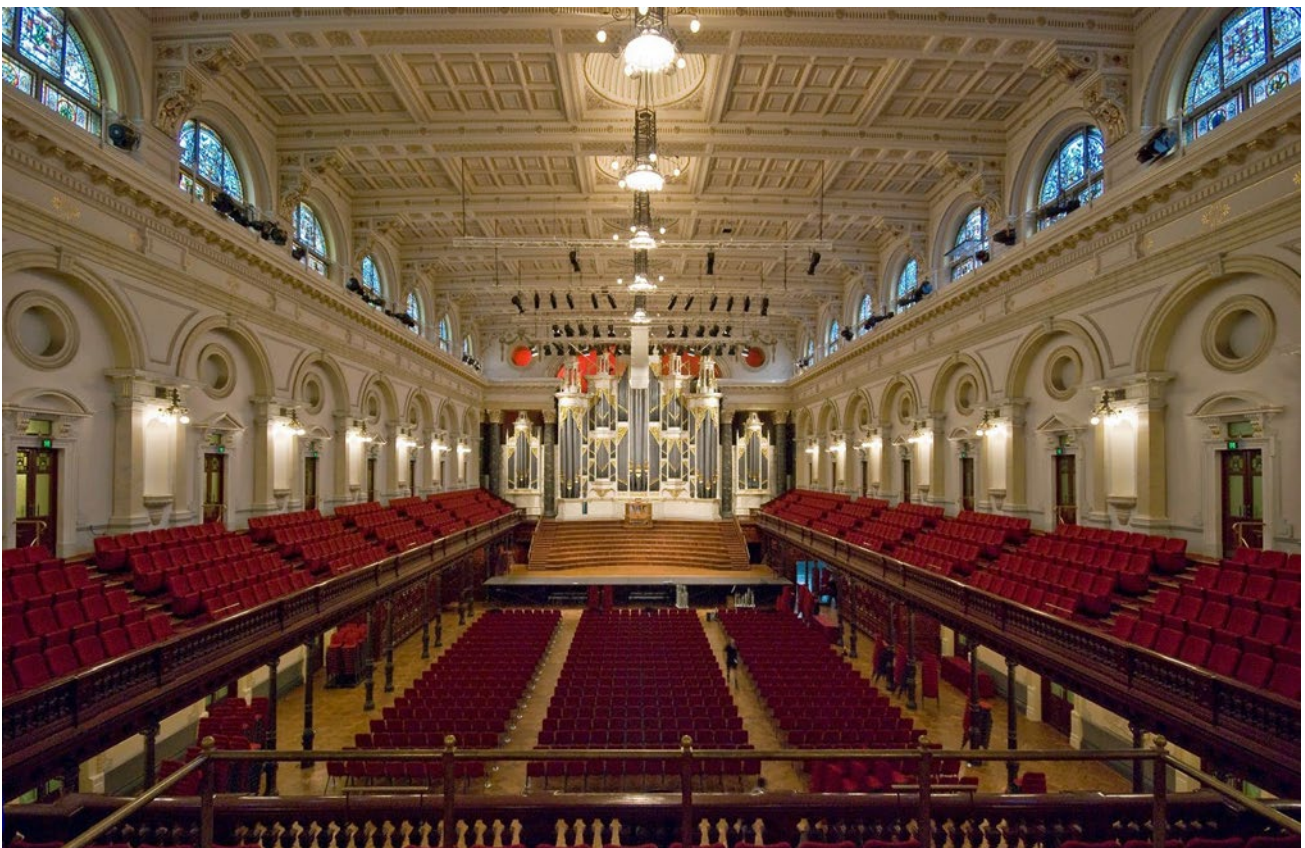


Image 1. Centennial Hall, Sydney Town Hall. Image: Paul Patterson/City of Sydney

Overview

The fees and charges for these landmark venues are categorised as follows:

- venue hire
- equipment hire
- personnel, and
- other.

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.

Other 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 2026 until 30 June 2027.
- 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 Category 2 hirer 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 criteria applicable to hirer Category 2.

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 is 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.

Commercial venue hire – Fees and charges

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.

Support for theatre sector at Eternity Playhouse

The following priority users will be entitled to a 100% reduction on venue hire fees:

- Arts and cultural festivals
- Theatre, dance, music, cabaret, comedy, poetry, spoken word, and storytelling performances produced by non-profit organisations, small performing arts companies (less than 20 employees), and independent producers
- Public programs, talks, and symposia related to culture, creativity and nightlife

Box office ticketing

- For ticketed events (including, but not limited to events such as concerts, exhibitions, arts and cultural festivals, artistic performances, and public programs, talks and symposia), the City may negotiate a box office ticketing arrangement with venue hirers.
- Under a box office ticketing arrangement, the City will manage ticket revenue and will recoup venue hire and all ancillary costs from the ticket sales.
- Under such a box office ticketing arrangement, the City may also negotiate a box office fee, calculated as a set percentage of ticket proceeds.



Image 2. Barnet Long Room, Customs House at Circular Quay. Image: 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
Standard rate	15	19,800	1,320
Standard half-day rate	8	13,496	1,688
Wedding rate	24	26,376	
Elections	12	31,152	–
Dark day rate (non-event day)²	15	25,730	2,596

These venues are not hired on an individual hourly rate, so the hourly rate only applies when 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 (\$)³
Standard rate	4	3,532	883
Multi-day rate³ (1–2 days)	10	8,110	811
Multi-day rate³ (3–13 days)	10	6,320	632
Multi-day rate³ (3–13 days)	10	Upon application	Upon application
Elections⁴	12	14,880	1,240
Dark day rate (non-event day)²	8	8,022	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.

³ One combined patron entrance / exit only

⁴ Separate patron entrance and exit

Ancillary venues

Category	Total minimum hours per day	Total minimum venue hire charge (\$)	Hourly rate (\$) ⁵
Marconi Room (composite)	4	1,724	431
Marconi Terrace	4	1,724	431
Southern Function Room	4	996	249
Treasury Room	4	996	249
The Vault	4	996	249
Vestibule ⁶	5	5,075	1015
VIP Boardroom	4	764	191

⁵ 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 when the duration of the booking exceeds the total minimum hours per day.

⁶ 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 (\$) ⁷
Evening rate	5	2,650	530
Half day rate (until 1:00pm)	4	1,700	425
Standard day rate	8	2,272	284

⁷ 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 when the duration of the booking exceeds the total minimum hours per day.

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 (\$) ⁸
Standard day rate	10	4,270	427
Multi-day rate (3–13 days)	10	3,390	339
Multi-day rate (14 days+)	10	Upon application	Upon application
Post-event load-out ⁹	4	1,176	294



Image 3. Customs House, Circular Quay. Image: Katherine Griffiths/City of Sydney

⁸ 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 when the duration of the booking exceeds the total minimum hours per day.

⁹ Post-event load-out is the rate charged the day after the event and is subject to availability.

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 (\$) ¹⁰
Standard day rate	8	3,032	379



Image 4. Eternity Playhouse, Darlinghurst

¹⁰ 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 when the duration of the booking exceeds the total minimum hours per day.

Equipment charges

(all venues)

All charges are per item (each), unless stated otherwise. Day rates initially apply, with a weekly rate applying once the cumulative day rate exceeds the weekly rate.

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.

Set-up / rehearsal days will be charged at 50% of the day rate (where applicable) for bookings of 3 days or less.

Audio equipment

Speakers	Day rate each (\$)	Weekly rate each (\$)
Portable PA 2 speaker package	438	1,314
Portable PA 4 speaker package	587	1,761
Portable PA 6 speaker package	716	2,148
Portable PA 8 speaker package	747	2,241
Portable PA – stereo line array	1,200	3,600
Portable PA – wedding band & PA package	2,500	7,500
Band Package – small	500	1,500
Band Package – medium	1,040	3,060
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
Speaker – amplifier	78	234
Media splitter	128	384

Commercial venue hire – Fees and charges

Mixing console	Day rate each (\$)	Weekly rate each (\$)
Mixing console – small format	160	480
Mixing console – medium format	325	975
Mixing console – large format	775	2,325
Audio recording – archival (Stereo Mix)	185	N/A
Audio recording – multitrack (Unmixed stems only)	325	N/A
DJ package (2 x deck, mixer & table)	650	1,950
DJ Deck – additional	185	555
Audio systems	Day rate each (\$)	Weekly rate each (\$)
Marconi and Southern Function Room audio system	361	1,083
Vestibule audio system	258	774
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	125	375
Wireless – handheld radio microphone	170	510
Wireless – headset or lapel radio microphone	190	570
Wireless – in ear monitor	170	510

Lighting equipment

Microphones and communication	Day rate each (\$)	Weekly rate each (\$)
Lighting package – base	3,725	11,175
Lighting package – enhanced	4,800	14,400
Lighting package – comprehensive	6,850	20,550
Lighting package – wedding	5,325	N/A
Lighting package – stage packages	645	1,935
Lighting package – The Vestibule	800	2,400
Lighting package – Centennial Hall walls and ceiling	1,580	4,740
Lighting package – LTH additional room lighting (base)	955	2,865
Lighting package – LTH stage wash	310	930
Microphones and communication	Day rate each (\$)	Weekly rate each (\$)
Light – LED par	31	93
Light – LED panel light (film/TV style)	77	231
Light – battery LED (6 pack)	190	570
Light – pixel strip (case of 20)	415	1245
Light – moving head profile / wash	185	555
Light – conventional	15	45
Light – follow spot	215	645
Light – strobe	155	465
Lighting desk – portable	105	315
Lighting desk – grand MA	Day rate each (\$)	Weekly rate each (\$)
Lighting desk – Grand MA compact	365	1,095

Commercial venue hire – Fees and charges

Lighting desk – grand MA	Day rate each (\$)	Weekly rate each (\$)
Lighting desk – Grand MA full size	515	1,545
Effect equipment	Day rate each (\$)	Weekly rate each (\$)
Hazer	265	795
Low fog – look solutions HP	530	1,590
Mirror ball	175	525
3 phase distribution board	80	240
Power lock – 25m 200A cable	155	465
Power lock – 200A distro	309	927
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)	645	1,935
Camera package – MFT lens (includes body, lens, and tripod)	625	1,875
Camera – PTZ	205	615
Camera – PTZ controller	205	615
Camera – PTZ camera package – Base (includes 4 x PTZ cameras and controller)	800	2,400
Camera – PTZ camera package – Comprehensive (includes up to 8 x PTZ cameras and controller)	1,445	4,335
Camera ISO – recorder only (per)	160	480

Commercial venue hire – Fees and charges

Monitors	Day rate each (\$)	Weekly rate each (\$)
Monitor – portable digital signage (LED display 65")	160	480
Monitor – portable digital signage (LED display 75")	190	570
Digital lectern	200	600
Monitor – foldback / comfort	135	405
Monitor – preview	77	231
Projectors	Day rate each (\$)	Weekly rate each (\$)
Projector – desktop / meeting room	465	1,395
Projector – medium format	795	2,385
Projector – large format – 25K	1,600	4,800
Projector – large format – 40K	2,250	6,750
Projector lens – short throw	350	1,050
Projector lens – medium throw	300	900
Projector lens – long throw	400	1,200
Projection screens	Day rate each (\$)	Weekly rate each (\$)
Projection screen 14' x 8' – front or rear project	245	735
Projection screen 16' x 9' – front or rear project	320	960
Projection screen 20' x 11' – front project only	425	1,275
Projection screen 24' x 11' – front project only	480	1,440
Projection screen 30' x 10' – front project only	750	2,250
Projection screen 12m x 4m – front project only	955	2,865

Commercial venue hire – Fees and charges

Vision equipment	Day rate each (\$)	Weekly rate each (\$)
Vision switcher – ATEM with control surface	425	1,275
Vision switcher – HD8 ISO	480	1,440
Vision switching system – Blackmagic constellation	1,250	3,750
Vision switching System – Barco screen management	2,250	6,750
Vision switcher surface – Barco EC50	530	1,590
Wireless SDI/HDMI system (per channel)	160	480
Vision scaler / converter	105	315
Vision micro converter	26	78
Other equipment	Day rate each (\$)	Weekly rate each (\$)
Chairman's timer	129	387
Computer – laptop	155	465
Wireless presenter	77	231

Audio and visual packages

Centennial Hall	Day rate each (\$)	Weekly rate each (\$)
Single screen 16' x 9' ¹¹ projection package	2,700	8,100
Single screen 20' x 11' ¹¹ projection package	4,100	12,300
Single screen 24' x 13.5' ¹¹ projection package	4,850	14,550

¹¹ Screen, projectors, and reticulation only – Switcher packages are charged separately.

Commercial venue hire – Fees and charges

Centennial Hall	Day rate each (\$)	Weekly rate each (\$)
Single screen 30' x 11' ¹² projection package (blend)	6,500	19,500
Single screen 12m x 4m ¹² projection package 1 (blend)	7,500	22,500
Dual screen 16' x 9' ¹² projection package	5,250	15,750
Dual screen 20' x 11' ¹² projection package	6,750	20,250
Single centre 24' x 13.5' ¹² Screen dual 16' x 9' Side screens gallery projection package	8,550	26,650
Single centre 24' x 13.5' ¹² Screen dual 8' x 14' Portrait screen projection package	8,250	24,750
Externally sourced vision equipment/services	Cost + 20% service fee	Cost + 20% service fee
Lower Town Hall	Day rate each (\$)¹³	Weekly rate each (\$)¹³
Audio package (includes audio, lighting, and draping)	2,650	7,950
Single screen AV package (includes vision, audio, lighting, and draping)	4,800	14,400
Dual screen AV package (includes vision, audio, lighting, and draping)	5,850	17,550
Marconi Room and Southern Function Room	Day rate each (\$)	Weekly rate each (\$)
Live video stream of Centennial Hall	200	600

¹² Screen, projectors, and reticulation only – Switcher packages are charged separately.

¹³ Includes set-up / pack-down labour

Commercial venue hire – Fees and charges

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
Barnet Long Room AV system	300	900
Production suites¹⁴	Unit of measure	Rate (\$)
Vision – archival recording (Minimum hours – 4 hours, includes operator & switcher, camera systems, and operators additional)	Per hour	225
Vision – camera control suite (Minimum staffing 1 operator)	Per day	1,080
Vision – broadcast suite (Minimum staffing 2 operators)	Per day	1,850
Audio – record / broadcast suite (Minimum staffing 1 operator)	Per day	1,315
Full audio and video broadcast suite (Minimum staffing 2 operators)	Per day	2,935
Additional technology	Unit of measure	Rate (\$)
Internet connection – Barnet Long Room only	Each per week	100

¹⁴ Facilities only – minimum labour requirements apply

Commercial venue hire – Fees and charges

Additional technology	Unit of measure	Rate (\$)
High speed internet connection – Sydney Town Hall	Per line, per week	125
Streaming service	Per event	On application

Rigging equipment

Rigging equipment	Day rate each (\$)	Weekly rate each (\$)
Chain hoist – temporary	180	540
Chain hoist – installed	205	615
Chain hoist motor control – 16 way with pendant	360	1,080
Truss section – HD 33 tri	35	105
Truss section – F34 / HD square	35	105
Truss section – F45 square	45	135
Truss section – pre-rig	55	165
Truss section – HD stacking truss	65	195
Truss section – F34 circle section	50	150
Truss section – F34 corner / block	40	120
Truss – base plate	30	90
Externally sourced rigging equipment / services	Cost + 20% service fee	Cost + 20% service fee

Staging equipment and services

Furniture and equipment¹⁵	Unit of measure	Rate (\$)
Carpet runner Centennial Hall – front steps to eastern corridor	Per event day	350

¹⁵ Available at Sydney Town Hall only

Commercial venue hire – Fees and charges

Furniture and equipment¹⁵	Unit of measure	Rate (\$)
Carpet runner Centennial Hall – centre aisle	Per event day	500
Bar stools – (minimum 9 units)	Per event day	370
High bar tables – (minimum 3 units)	Per event day	500
Black tablecloth	Per tablecloth	18
Tub chair	Per event day	48
Allocated seating chair covers	Per event day	from 300
Bin covers	Per event day	100
Easel for signage	Per easel	50
Standalone Cloakroom Package	Per event day	300
Lectern – Perspex	Per event day	130
Lectern – Procson	Per event day	78
Piano – Fazioli	Per booking	1,150
Piano – Kawai GX6	Per booking	875
Piano tuning – each	Per callout	400
Organ tuning – each	Per callout	POA
X-Ray machine recalibration	Per callout	POA
Sydney Town Hall flagpoles	Per installation	1,050
Externally sourced equipment / services	Cost + 20% service fee	Cost + 20% service fee
Stage and stage equipment¹⁶	Unit of measure	Rate (\$)
Riser – decks	Each per week	80
Riser – handrail section – 1.2m	Each per week	36
Riser – kick rail / chair stop – 2.4m	Each per week	15

¹⁶ Available at Sydney Town Hall only

Commercial venue hire – Fees and charges

Stage and stage equipment¹⁶	Unit of measure	Rate (\$)
Riser – treads (per individual step)	Each per week	20
Riser – choir A step extension	Each per week	565
Riser – choir B step extension	Each per week	565
Riser – choir G step extension	Each per week	335
Riser – stage lip extension 17.08mW x 0.9mD	Each per week	575
Riser – stage lip extension 17.08mW x 1.22mD	Each per week	575
Riser – stage lip extension 17.08mW x 3.66mD	Each per week	600
Riser – stage lip extension 18.3mW x 4.88mD	Each per week	1,250
Riser – stage lip extension 17.08mW x 6.1mD	Each per week	1,800
Riser – additional production desk	Each per week	65

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	120
Drape – black wool 4.75w x 10.0mH	Each per week	160
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 border	Each per week	75
Drape – black wool leg	Each per week	75
Drape – black wool gallery masking	Each per week	190
Drape – black wool LTH screen masking	Each per week	205

Commercial venue hire – Fees and charges

Soft goods and draping	Unit of measure	Rate (\$)
Drape – Scrim or Cyc 6mH	Each per week	450
Drape – Scrim or Cyc 7.5mH	Each per week	650
Drape – Scrim or Cyc 9mH	Each per week	750
Drape – Starcloth LED colour	Each per week	400
Drape – Under Gallery curtain – 3m	Each per week	80
Drape – Under Gallery curtain with track – 3m	Each per week	225
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

Equipment charges

Eternity Playhouse

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 transportation fee may be incurred.

Eternity Playhouse pricing notes:

- All pricing for single day hires will be at the day rates detailed above for each day.
- Priority hirers of the Eternity Playhouse will be charged the single daily rate for each performance week.

Personnel

Sydney Town Hall, Paddington Town Hall and Barnet Long Room

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.
- A minimum 4-hour call applies to all personnel charges.
- All rates are per person per hour.
- 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	72
Cleaner	Sunday	107
Venue supervisor/Front of House manager	Monday to Saturday	121
Venue supervisor/Front of House manager	Sunday	160
Operations crew	Monday to Saturday	81
Operations crew	Sunday	109
Head Usher	Monday to Saturday	62
Head Usher	Sunday	81
Usher/cloakroom attendant	Monday to Saturday	60
Usher/cloakroom attendant	Sunday	76

Security staff	Time periods	Rate/hour (\$)
Security guard/RSA marshall	Monday to Saturday	77
Security guard/RSA marshall	Sunday	121
Loading dock attendant	Monday to Saturday	77
Loading dock attendant	Sunday	121

Commercial venue hire – Fees and charges

Technical staff	Time periods	Rate/hour (\$)
Set-up crew	Monday to Saturday	92
Set-up crew	Sunday	120
Technical crew	Monday to Saturday	103
Technical crew	Sunday	135
Operator	Monday to Saturday	109
Operator	Sunday	140
Senior operator	Monday to Saturday	119
Senior operator	Sunday	157
Specialist operators	Monday to Sunday	POA
Technical/production manager	Monday to Saturday	155
Technical/production manager	Sunday	195
Rigger	Standard Hours	190
Rigger	Non – Standard Hours	250
Technical pre-production fee	Half Day	400
Technical pre-production fee	Full Day	750

Eternity Playhouse

Personnel rates are applicable to the Eternity Playhouse only and the following conditions apply to all personnel charges:

- A minimum 4-hour call applies to all personnel charges.
- All rates are per person per hour.
- The following loadings will apply for **ALL PERSONNEL**.
 - Time and a half after 10 hours
 - Double time after 12 hours
 - Saturdays – time and a half
 - Sunday – double time
 - Public holidays – triple time

Commercial venue hire – Fees and charges

Quotations will be provided based on detailed 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	82
Front of house staff, operators, heads of department etc	Monday to Friday	93
Front of house manager, duty technician, specialised operators	Monday to Friday	105
Security guard/RSA marshall	Monday to Saturday	75
Cleaner	Monday to Saturday	68

Other 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	292
Other venues fire isolation – minimum isolation time 4 hours (including 1 hour for haze to clear)	Per hour	221
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	415 – 1,135
Catering facilities – catering stand asides only	Per hour	273 ¹⁷
Catering facilities deep clean – catering stand asides only	Per occasion	1,135
Waste	Unit of measure	Rate (\$)
Refuse collection fee – at cost to Council	On quotation	Cost to Council
Excess waste removal	Each per occasion	POA

¹⁷ Minimum 4 hours per day

Commercial venue hire – Fees and charges

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	498
Filming and photography – all locations low impact	2-hour call	853
Filming and photography – all locations medium impact (Monday to Saturday)	4-hour call	1,700
Filming and photography – all locations high impact (Monday to Saturday)	6-hour call	3,400
Contract revision fee	Each	250
Event ticket	Each	10–60
Box office fee	Each	% of ticket sale proceeds, as negotiated
Heritage tape roll	Each	36
Sydney Town Hall external façade projections – content review and pre-loading fee	Per projection request	772
Sydney Town Hall external façade projections – fee to monitor projections (minimum 4 hours per day)	Per hour	171

Food and Beverage ¹⁸	Unit of measure	Rate (\$)
Food items	Per Item	Market Rate
Beverage items	Per Item	Market Rate

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

¹⁸ Charges for Food & Beverage items relate to instances where the City charges for the sale of items directly, and not through its catering partner.

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





Draft Civic Spaces, Parks and Sporting Fields

Fees and Charges
2026/27
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. Image: Katherine Griffiths/City of Sydney

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

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

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

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

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

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.

Iconic parks

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
Wentworth Park	9 Wentworth Park Road	Glebe
Belmore Park	191 Hay Street (west of Railway)	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

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
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
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

Civic Spaces, Parks and Sporting Fields –Fees and Charges

Neighbourhood park name	Address	Suburb
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

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
Lyons Rd Reserve	106 Parramatta Road, corner of Lyons Road	Camperdown

Civic Spaces, Parks and Sporting Fields –Fees and Charges

Pocket park name	Address	Suburb
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

Civic Spaces, Parks and Sporting Fields –Fees and Charges

Pocket park name	Address	Suburb
Womerah Gardens	25a Womerah Avenue	Darlinghurst
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
Kings Cross 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

Civic Spaces, Parks and Sporting Fields –Fees and Charges

Pocket park name	Address	Suburb
Flora and Knight Reserve	41-47 Knight Street, corner of Flora Street	Erskineville
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

Civic Spaces, Parks and Sporting Fields –Fees and Charges

Pocket park name	Address	Suburb
AV Henry Reserve	The Crescent	Forest Lodge
Canal (Water Board) Reserve	9A Minogue Crescent, between Wigram Road and AV Henry Reserve	Forest Lodge
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

Civic Spaces, Parks and Sporting Fields –Fees and Charges

Pocket park name	Address	Suburb
Darghan Street Steps	Darghan Street, corner of Railway Street	Glebe
Elger Street Community Garden	5A Elger Street	Glebe
Ernest Pedersen Reserve	24A Ferry Road	Glebe
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

Civic Spaces, Parks and Sporting Fields –Fees and Charges

Pocket park name	Address	Suburb
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
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 Hills Rest Area	2-18 Harold Street	Newtown

Civic Spaces, Parks and Sporting Fields –Fees and Charges

Pocket park name	Address	Suburb
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
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

Civic Spaces, Parks and Sporting Fields –Fees and Charges

Pocket park name	Address	Suburb
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
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

Civic Spaces, Parks and Sporting Fields –Fees and Charges

Pocket park name	Address	Suburb
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
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
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

Civic Spaces, Parks and Sporting Fields –Fees and Charges

Pocket park name	Address	Suburb
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
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

Civic Spaces, Parks and Sporting Fields –Fees and Charges

Pocket park name	Address	Suburb
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
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

Civic Spaces, Parks and Sporting Fields –Fees and Charges

Pocket park name	Address	Suburb
Viaduct Area No. 1	Sir John Young Crescent, to Palmer Street	Woolloomooloo
Viaduct Area No. 2	103-107 Bourke Street	Woolloomooloo
Walla Mulla Reserve	161-171 Cathedral Street	Woolloomooloo
Woolloomooloo Playground	5030 Dowling Street	Woolloomooloo
Biyanbing Park	8B Victoria Park Parade	Zetland
Buming Park	6A Victoria Park Parade	Zetland
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

Sporting fields are areas of landscaped turf and synthetic surfaces purposed for club and professional sport, both games and training.

Level A sporting fields

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

Level B sporting fields

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

Synthetic sporting fields

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



Image 1. Figure 1. Gunyama Park, Zetland synthetic playing field. Image: Chris Southwood/City of Sydney





Draft City Leisure Services

Fees and Charges
2026/27
Appendix 3

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

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How to Use This Document

This document sets out fees, products, programs, memberships, services, and access conditions for the City's Aquatic and Leisure Services for 2026/27. It helps customers, staff, and stakeholders understand the fees and charges, inclusions, conditions and intended application.

City of Sydney Aquatic and Fitness Centres

The City of Sydney provides 6 aquatic and fitness centres across its local government area, serving the diverse recreation, health and fitness needs of our communities while contributing to their quality of life and social connection.

These centres are managed on behalf of the City of Sydney by a third-party operator.

When accessing and using these centres, compliance with the operator's terms and conditions of entry and service is required.

The City of Sydney's 6 aquatic and fitness centres are:

Centre	Type of Facility	Suburb
Andrew (Boy) Charlton Pool	Outdoor	The Domain
Cook + Phillip Park Pool	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.

Child:

Any person aged 3 and under 16 years qualifies for the child rate. Once a child reaches the age of 16, they are classified as an Adult. Fees for children are subsidised and calculated at 35% off the adult fee (full charge) for casual entry and selected memberships. This subsidy is non-transferable.

Infant

Children under 3 years receive free entry.

Student

A person enrolled in an Australian registered secondary or tertiary education program who provides valid student identification or enrolment evidence and is eligible for concession fees where offered. Periodic validation to maintain concession status will be required.

Resident

A person who resides within the City of Sydney local government area. Ongoing 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 allow the card holder's support person to receive free entry into the centre, which includes access equivalent to the purchased entry type.

Regular Hirer

An individual, group, or organisation that books facilities in advance and pays on a monthly basis for a minimum of 10 consecutive weeks.

Concession

- Full-time enrolled students, excludes part time students.
- Primary card holders of:
 - NSW Seniors Card (excludes NSW Senior Savers Card)
 - NSW Transport Concession Entitlement Card holders for Job Seekers
- Primary card holders of Commonwealth-issued Health and Concession Cards:
 - Health Care Card
 - Pensioner Concession Card
 - Seniors Health Card
 - ImmiCard
 - Ex-Carer Allowance (Child) Health Care Card
 - Foster Child Health Care Card
 - Low Income Health Care Card
 - Department of Veterans' Affairs Pensioner Concession Card
 - Individuals with proof of an approved Commonwealth concession or health care card not listed above
- And those receiving Government issued support payments, as listed in Attachment A of this document.
- Other groups as defined by the City in Attachment A.

For more information on Commonwealth-issued Health and Concession Cards, visit the [Services Australia website](#).

- All concession types listed above will be verified periodically by the customer by presenting an original, valid concession card issued by the relevant government or institution upon request.
- Concession fees are subsidised fees designed to support target groups within the community by promoting equitable access to public services, programs and facilities.

Leisure services – Fees and charges

- Customers who qualify for a concession fee receive a 25% subsidy off the adult fee (full charge) for casual visits and selected memberships and programs. This subsidy is non-transferable and is only valid whilst in possession of a valid Commonwealth-issued Health and Concession Card.
- 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.
- For student cards, other written proof of enrolment and course duration may also be requested, at the discretion of the operator.

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.

The City Access Card does not supersede the operators' general terms and conditions of entry and service. 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.

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 valid registration at the time of booking.

Acceptable registration sources 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

A supervising adult is any responsible individual aged 16 years and over who accompanies a child or weak/non-swimmer while using the facilities.

Spectator

Applies to an adult who is accompanying a child, most often in addition to the supervising adult who is not using the facilities themselves. Adults accompanying a child who intend to use the facilities, either by choice or due to the supervision requirements below, will be considered 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.

Supervision Requirements Summary

The supervision requirements and applicable entry fees vary depending on the age and swimming ability of the person being supervised, as set out in the definitions below.

Age Group	Supervision Requirement	Supervisors Location	Source	Max Ratio	Fee – Patron	Fee – Supervising Adult
Under 3 years (infants)	Must be accompanied into the facility and constantly supervised by an adult (16+).	In the water within arm's reach at all times.	GSPO SV14	1 adult: 2 children	Free entry	Adult entry fee or concession if applicable.
3–5 years	Must be accompanied into the facility and constantly supervised by an adult (16+).	In the water within arm's reach at all times.	Keep Watch (arm's reach). GSPO SV14 (entry & ratio)	3-4 years: 1 adult: 2 children 5 years: 1 adult: 4 children	Child entry fee	Adult entry fee or concession if applicable.
6–10 years	Must be accompanied into the facility and constantly supervised by an adult (16+).	Close by, maintaining constant visual contact at all times and ready to get into the water	Keep Watch (supervision). GSPO SV14 (ratio & entry)	1 adult: 4 children	Child entry fee	Adult entry fee or concession if applicable.

Leisure services – Fees and charges

Age Group	Supervision Requirement	Supervisors Location	Source	Max Ratio	Fee – Patron	Fee – Supervising Adult
11–14 years (competent swimmers)	Must be supervised by an adult when in the aquatic area. (16+).	Maintaining constant visual contact at all times.	Keep Watch	—	Child entry fee	Adult entry fee if swimming. Spectator fee if not swimming.
11 years and over (weak/non-swimmers)	Must be supervised by an adult when in the aquatic area. (16+). Supervision must not be relaxed based on age alone.	Maintaining constant visual contact at all times and ready to get into the water.	GSPO SV14 and SV16	—	Entry fee (based on age)	Adult entry fee.

General Notes

- A supervising adult is defined as any responsible individual aged 16 years and over.
- Supervision ratios apply to informal groups and families.
- Large groups may be required to receive a briefing on active supervision and centre policies and may be refused entry where ratios cannot be met and maintained.
- The presence of lifeguards does not reduce or replace the responsibility of supervising adults.
- Active supervision remains the responsibility of the supervising adult at all times.
- If a staff member is concerned for the safety of an unsupervised swimmer, they have the right to remove the swimmer from the water and return them to their supervising adult.
- These definitions seek to apply the highest available supervision standards drawn from GSPO SV14, GSPO SV16 of the Royal Life Saving Society – Australia Guidelines for Safe Pool Operations and the Royal Life Saving Keep Watch at Public Pools framework.
- Where these sources differ, the source offering the greater level of patron protection has been applied.
- Where either source is ambiguous or open ended, the highest available supervision standards will be prioritised.
- Definitions assume that "arm's reach" means being in the water, "close by" means being ready to enter the water if needed, and "maintaining visual contact" means an active, unobstructed line of sight between the swimmer and the supervising adult.
- It is assumed that those supervising weak or non-swimmers will be ready to enter the water at all times.

Services

Unless stated otherwise, all services detailed below exclude access to pay-per-use products and 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.

Children/Young People Programming

Includes a mix of sport, recreation and creative experiences for children (5–11) and young people (12–17). The program can be held in both indoor and outdoor facilities, including sports fields, courts, pools and multipurpose spaces.

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, reformer pilates 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, reformer pilates, teen gym and other pay-per-use programs, as defined by the City and its operator.

Program

Structured, supervised activities delivered by the operator either as one-off sessions or multi-week lessons, excluding casual entry, memberships, venue hire and pay-per-use products and services.

Sporting Facilities

Refers to spaces and amenities designed for organised and recreational sports play and training. These may include indoor and outdoor multipurpose areas like the Air Gym and sports court at Cook + Philip Park Pool. Sporting facilities may also encompass spectator seating, change rooms, equipment storage and lighting to support various activities.

Sports Programming

Includes organised sport-based physical activities facilitated by the operator to promote fitness, skill development, recreation and community engagement. These programs cover team sports basketball, netball, futsal (indoor soccer), volleyball, badminton, pickleball*, among others.

Entry and facilities

Unless stated otherwise, all forms of entry to the facilities detailed below exclude access to pay-per-use products and 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 pool entry

Includes casual pool entry for up to 2 adults and 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 and group fitness

Adult and concession health club entry includes access to the health club, group fitness class (excludes reformer pilates), 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

Standard and City Access Card - Student access to the sports court and change facilities and showers at Cook + Phillip Park Pool.

City of Sydney Aquatic Club entry (COSAC)

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, including ad hoc products, without committing to a premium membership. They also include facilities, programs or services not attributed to a membership or entry type. Examples include, but are not limited to, reformer pilates, lockers, sauna and spa access, use of the sports court.

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, care is only provided for the duration of the guardian's time at the centre.

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 and should be considered as generalised supervision where the ultimate care and responsibility of children enrolled remains with the parent or guardian.

Meeting rooms

Venue	Room	Capacity
Cook + Phillip Park Pool	Group exercise training room	10
Ian Thorpe Aquatic Centre	Small meeting room	6
Gunyama Park Aquatic and Recreation Centre	Studio 1	30
Gunyama Park Aquatic and Recreation Centre	Studio 2 and 3	60

Venue	Room	Capacity
Gunyama Park Aquatic and Recreation Centre	Meeting room 1	8
Gunyama Park Aquatic and Recreation Centre	Meeting room 2	6

For further details regarding meeting room bookings, please contact the operator directly.

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 by the completion of the booking, the bond will be retained in full to compensate for the overstay.

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.

*Pickleball court

A pickleball court refers to 1 pickleball playing area, line marked and equipped with a net. Multiple pickleball courts can be configured within a larger space (e.g. up to three pickleball courts on a single full-size court). Charges apply per pickleball court (net) up to 3, not per underlying full-size court. Booking one or 2 pickleball courts does not provide exclusive use of the entire full size court area.

City Access Card Entry

City Access card holder entry – resident

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 6 aquatic and fitness centres during all operational hours. No further subsidies apply; this subsidy is non-transferable. City Access cards must be presented and verified upon entry.

City Access card holder entry non-resident:

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; this subsidy is non-transferable. Full price fees apply during peak hours. City Access cards must be presented and verified upon entry.

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 - school student

Includes school-aged students under 18 years of age. Student cards and/or proof of enrolment will be required. A valid student card is sufficient for entry.

This applies only to casual entry to the sports court at Cook + Phillip Park Pool. Students aged 18 and over are required to pay the standard entry fee. Concession based entry to the sports court does not apply.

City Access card learn to swim entry

Includes access to group lessons only and excludes private learn to swim classes or other aquatic programming.

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 products and aquatic, fitness and sporting facilities or programming, which attract additional charges.

Membership options include:

- **standard direct debit membership.** No lock-in contract term; Charges are debited fortnightly and the membership continues until cancelled in accordance with the cancellation policy.
- **12-month direct debit membership.** Includes a 12-month contract term at a discounted rate compared to the standard direct debit. Charges are debited fortnightly and the membership continues after the minimum term until cancelled in accordance with the cancellation policy.
- **upfront membership.** Available in 3, 6, 9 or 12-month terms. Unlike direct debit memberships, the total fee is paid in full at the start of the selected term. Does not automatically renew; access ends at the end of the term unless a new term is purchased. Available only on individual pro, active, swim only membership types.

Joining Fee

A one-off administrative charge paid up-front at the commencement of a new membership. Adult and concession rates apply.

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 and suspension period

A non-negotiable notice period of 14 days is required for membership cancellations and suspensions.

Dishonoured payment

A scheduled direct-debit membership payment that is unsuccessful and returned unpaid by the member's financial institution (bank or card issuer), subject to fees and charges.

Exclusions

Unless stated otherwise, all forms of membership detailed below exclude access to pay-per-use products and aquatic, fitness and sporting facilities or programming, which attract additional charges.

Parking

Parking is a pay-per-use and not part of any membership offering. Onsite parking is available only at Ian Thorpe Aquatic Centre. Fees are charged in line with the City's Schedule of Fees and Charges, displayed at the carpark entry. If there is any inconsistency between signage and the City's adopted schedule of fees and charges, the Schedule prevails.

There are subsidised parking schemes in place for street parking at Gunyama Park Aquatic Centre and via the Cathedral Street car park, located under St Mary's Cathedral.

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. Where suspension or cancellation is requested to the adult membership plan it will also apply to the child add-on - standalone suspension cannot be applied only to the child add-on.

360 Swim only membership

Pro

This membership includes unlimited access to the 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 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 and access to reformer pilates classes.

360 Active membership

This membership includes unlimited access to all 3 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 and access to reformer pilates classes.

360 Pro membership

This membership includes unlimited access to all 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, access to Reformer Pilates classes and lockers at no additional charge.

360 Learn to swim membership (family)

This membership includes access for 2 adults to health club facilities, group exercise and swimming pools across all 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 or 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 or 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 swimming lesson 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 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 alternative product if this condition is not met.

This membership is not eligible for NSW Government vouchers such as Active Kids, or similar programs. Vouchers cannot be used, in full or in part, to pay for this membership. No further discounts, concessions, or subsidies apply. Subsidies are non-transferable.

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. The corporate membership subsidy cannot exceed that provided under concession subsidy.

Multi-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 and do not permit access to the health club.

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 products and aquatic, fitness and sporting facilities or programming, 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 3 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 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 3 standalone outdoor pools for 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.

Family splash pass

This 3-month upfront pass offers unlimited swimming to families. This pass is available for either one adult or 2 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.

Multi-visit aquarobics pass - 10 classes:

Includes access to ten aquarobics classes and use of the swimming pool and use of change facilities and showers.

Health and wellbeing **programming**

Unless stated otherwise, all programs detailed below exclude access to pay-per-use products and aquatic, fitness and sporting facilities or programming, which attract additional charges.

Teen Gym

A structured term-based health and wellbeing program for school-aged participants, focused on supervised physical activity and fundamental skill development. Offered to schools, the programs may be tailored to meet the specific requirements of participating schools, communities or age groups.

Activities may include, but are not limited to, supervised health club floor training, group exercise sessions, water safety and sport or movement-based skill development.

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 and changing facilities for the duration of the session.

Group Exercise

Members can enjoy a diverse selection of group exercise classes, including Les Mills sessions, bespoke 360 classes, bootcamps, yoga, and mat pilates. For the purpose of access and pricing, group exercise excludes reformer pilates.

Reformer pilates

A form of Pilates performed on a spring-resistance machine called a reformer, which uses a sliding carriage, straps and a footbar to deliver a low-impact, full-body workout. Suitable for all fitness levels, it builds strength, flexibility and core stability with less strain on the joints than many conventional exercise methods and for the purpose of access and pricing, is charged differently from group exercise.

Mat pilates is a floor-based exercise class rooted in the pilates method, focusing on core strength, posture, flexibility and body awareness. Using only bodyweight and a mat, classes involve controlled, low-impact movements performed with deliberate breathing and precise technique. Suitable for all fitness levels.

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.

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.

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.

An External Allied Health Practitioner booking fee is also charged.

Health Consultations:

Up to 2 complimentary sessions delivered by health club staff are available for new 360 Pro and Active Members. The consultation supports safe and appropriate participation in physical activity by reviewing health history, physical activity experience, individual goals, and any relevant injuries or medical considerations.

The session may include basic movement screening and/or fitness measures to inform safe exercise participation. Members are also provided with guidance on facility use, equipment orientation, and a general exercise plan aligned with their goals and abilities. The Health Consultation assists members to understand available programs and services within the facility and supports a safe and positive commencement of their health and fitness journey and encourage ongoing commitment.

Sports programming

Sport competitions

Operator-run sport competitions are currently offered in basketball, futsal (indoor soccer), and volleyball from Cook + Phillip Park Pool's sport court. Registration is required, and additional fees apply for competition entry.

Aquatics programming

Unless stated otherwise, all programs detailed below exclude access to pay-per-use products and 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 as aquarobics is not included in casual entry and swim only membership but is included in pro membership.

Learn to swim program

This program applies to adults and children booked into a 48-week water safety and swimming program. The program includes one 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 Aquatic Club activities. Each enrolled participant is entitled to 3 make up classes within a 90-day period. Attendances can be marked absent up to 42 days prior to the class and makeup classes can be scheduled 7 days in advance. All lessons must be paid via direct debit.

Private swimming lessons

Includes personalised instruction tailored to individual needs and skill levels. Designed for swimmers of all ages and abilities, including those who might not have learnt to swim as a child or as an adult don't feel confident in the water. 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: 2 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. One example is the WAVES Program (Water Activity for Vitality and Exercise Support), at Gunyama Park Aquatic and Recreation Centre.

School Holiday Intensive Swimming Lessons

Intensive swim program for pre-school and school aged children held during school holiday periods. The child is enrolled in the program for up to 5 consecutive days within one week (excluding public holidays). Designed to fast-track water confidence, swimming skills, stroke development, endurance, safety, race technique and enjoyment in the water. Lessons are held exclusively during school holidays. Group and private lessons available.

School swimming programs

School term-based swimming lessons derived from the 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 competency, ensuring all children become proficient in basic swimming and water survival 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 6 levels: Junior Development, 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.

Swimming carnivals

Schools can hire lane space to run annual school swimming carnivals. Refer to the Water Space Allocation Framework for details regarding impact to centre operations during school carnivals.

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 progression from the learn to swim lessons for adults.

Swim champs

Is an inclusive, specialised learn-to-swim program providing 1:1 instruction for children who require additional support due to diverse learning, sensory, behavioural, or physical needs. The program focuses on personalised lesson planning, water confidence, safety skills, and progression that meets each child's unique abilities, ensuring safe, confidence-building progress in the water.

City of Sydney Community Tennis Courts

Overview

The City of Sydney provides community tennis facilities across its local government area, serving the diverse recreation, health and fitness needs of our communities while contributing to their quality of life and social connection.

These 6 community tennis facilities provide access to 16 full-size floodlit courts and one Hot Shots court at Turruwul Park Tennis Courts. These facilities are managed on behalf of the City of Sydney by a third-party operator.

When accessing and using the courts, compliance with the operator's terms and conditions of entry and service is required.

Facility Name	Suburb	Number of courts	Lights	Surface
Alexandria Park Tennis Courts	Alexandria	2	Yes	Acrylic hardcourt
Beaconsfield Park Tennis Courts	Beaconsfield	2	Yes	Acrylic hardcourt
Prince Alfred Park Tennis Courts	Surry Hills	5	Yes	Acrylic hardcourt
Rushcutters Bay Park Tennis Courts	Rushcutters Bay	5	Yes	Synthetic grass
St James Park Tennis Courts	Glebe	2	Yes	Acrylic hardcourt
Turruwul Park Tennis Courts	Rosebery	1 court and 1 hot shots court	Yes	Acrylic hardcourt

Hours of Operation

General Operating Hours

Applies to all tennis facilities listed above, operating 7:00 am to 10:00 pm, excluding the below special operating hours.

Special Hours

Venue	Days	Hours
Prince Alfred Park tennis centre	Monday to Sunday	6:00 am – 11:00 pm
Rushcutters Bay Park tennis courts	Weekends	7:00 am – 9:00 pm

Pricing

Period	Days	Hours
Daytime	Monday to Friday	6:00 am – 5:00 pm
Evening	Monday to Friday	5:00 pm – 11:00 pm
Weekend & public holidays*	Saturday and Sunday	7:00 am – 10:00 pm

*Public holidays are charged at the weekend rate.

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.

Student

A person enrolled in an Australian registered secondary or tertiary education program who provides valid student identification or enrolment evidence and is eligible for concession fees where offered. Annual validation to maintain concession status will be required.

Concession

- Full-time enrolled students
- Primary card holders of:
 - NSW Seniors Card (excludes NSW Senior Savers Card)
 - NSW Transport Concession Entitlement Card holders for Job Seekers
- Primary card holders of Commonwealth-issued Health and Concession Cards:
 - Health Care Card
 - Pensioner Concession Card
 - Seniors Health Card
 - ImmiCard
 - Ex-Carer Allowance (Child) Health Care Card
 - Foster Child Health Care Card

Leisure services – Fees and charges

- Low Income Health Care Card
- Department of Veterans' Affairs Pensioner Concession Card
- Individuals with proof of an approved Commonwealth concession or health care card not listed above
- And those receiving Government issued support payments, as listed in Attachment A.
- Other groups as defined by the City in Attachment A.

For more information on Commonwealth-issued Health and Concession Cards, visit the Services Australia [website](#).

- All concession types listed above will be verified periodically by the customer presenting an original, valid concession card issued by the relevant government or institution, upon request.
- 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 and programs. This subsidy is non-transferable and is only valid whilst in possession of a valid Commonwealth-issued Health and Concession Card.
- 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.
- For student cards, other written proof of enrolment and course duration may also be requested, at the discretion of the operator.

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.

The City access card does not supersede the operators' general terms and conditions of entry and service. 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.

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 valid registration at the time of booking.

Acceptable registration sources may include:

- Australian Securities and Investments Commission (ASIC)
- Australian Charities and Not-for-profits Commission (ACNC)
- NSW Department of Fair Trading

Tennis Access Card Conditions

- Access card bookings are limited to 2 people per court, per City access card.
- One of the participants must be a holder of a valid City access card.
- City access cards will be verified prior to gaining access to the courts.
- The City access card does not supersede the operators' general terms and conditions of service/operation.
- Failure to comply with these conditions may result in the cancellation of your booking or the suspension of your booking account.
- Commercial and coaching bookings cannot be made in connection with a City access card for the coach or participant.

Coaching and Commercial Interests

The City's community tennis centres are available for public use in accordance with the operator's terms and conditions of access and hire.

However, commercial hire and coaching is strictly prohibited without prior authorisation from the Operator.

Coaches must contact the operator directly for further information relating to commercial hire and coaching.

Coaching & Commercial Activities:

Coaching & 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 coaching and commercial activities must be approved by the operators and will be subject to additional fees, insurance requirements and conditions.



Image 1. St James Park tennis courts, Glebe. Image: Katherine Griffiths/City of Sydney



Image 2. Indoor play at Perry Park recreation centre, Alexandria. Image: Katherine Griffiths/City of Sydney

City of Sydney Recreation Centres

The City of Sydney manages 2 recreation centres in Alexandria, providing a wide range of community sports programs and services that foster active lifestyles, social participation and inclusive opportunities for the community.

The centres feature indoor multipurpose courts suitable for sports including netball, volleyball, futsal, badminton, pickleball, basketball, and a range of multisport activities.

There are multipurpose rooms that can be used for meetings, conferences, birthday parties, light exercise sessions, and various sports and recreation activities such as dancing, karate, and table tennis.

Venue	Address	Areas
Huntley Street recreation centre	6-8 Huntley Street Alexandria	Four indoor courts and Three multipurpose rooms
Perry Park Recreation centre	1B Maddox Street Alexandria	Four indoor courts

Customers

Concession

- Full-time enrolled students, excludes part time students.
- Primary card holders of:
 - NSW Seniors Card (excludes NSW Senior Savers Card)
 - NSW Transport Concession Entitlement Card holders for Job Seekers
- Primary card holders of Commonwealth-issued Health and Concession Cards:
 - Health Care Card
 - Pensioner Concession Card
 - Seniors Health Card
 - ImmiCard
 - Ex-Carer Allowance (Child) Health Care Card
 - Foster Child Health Care Card
 - Low Income Health Care Card
 - Department of Veterans' Affairs Pensioner Concession Card
 - Individuals with proof of an approved Commonwealth concession or health care card not listed above

- And those receiving Government issued support payments as listed in Attachment A.
- Other groups as defined by the City in Attachment A.

For more information on Commonwealth-issued Health and Concession Cards, visit the Services Australia [website](#).

Conditions of use:

- All concession types listed above may be verified at any time. Customers must present an original, valid concession card issued by the relevant government agency or institution at the time of booking. Photocopies will not be accepted.
- Customers are responsible for providing current concession card details and notifying the City of any updates. The City is not required to request or follow up on expired or changed concession details.
- Concession fees are subsidised fees designed to support target groups within the community by promoting equitable access to public services, programs and facilities. If a valid concession card is not provided, fees will revert to the full price without notice.
- No retrospective credit or discounts will be applied if a customer fails to provide a valid and current concession card at the time of booking.
- For student concessions, additional proof of enrolment and course duration may be requested at City's discretion. Student cards are only valid up to their printed expiry date.
- Sporting clubs and organisations are not eligible for concession rates.
- The concession card holder must be present for the booking and is only eligible for a maximum of one concession-rate booking per booking date. Additional bookings on the same date will be charged at the full price.
- At least 50% of participants within the booking must be present and hold an original concession card. Cards will be checked prior to the booking commencing.

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.

Casual court hire

Available for one-off or irregular bookings of indoor courts for individual or group use. Hire includes use of change facilities and showers.

Regular booking

Applies to any sporting clubs or organisations that hire court space on a weekly basis for a minimum of ten consecutive weeks.

City access card holders

City Access Card (Student)

Includes school-aged students under 18 years of age. Student cards and/or proof of enrolment will be required. A valid student card is sufficient for entry. This applies to casual entry only.

Programs

City run program and events

Sports programs and events 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, basketball, pickleball, table tennis and multisport. Access includes use of change facilities and showers.

Senior

Adults 18 years and over.

Junior

Children under 18 years of age.

Services

Event court hire

Available for sports functions/events with more than 100 attendees per court and/or where City-run programs/events and bookings are displaced. Hire includes use of change facilities and showers. Each booking requires a minimum of 2 indoor courts, for a minimum of 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.

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. Only at Perry Park Recreation Centre.

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. Only at Perry Park Recreation Centre.

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, cold/hot drinks, or sports equipment (e.g. shin guards, sports tape) at the centre kiosk or via vending machines.

City of Sydney

Synthetic Sportfields

The City provides a number of synthetic sportsfields. These all-weather fields help increase the capacity of our sports facilities to meet the growing needs of our communities.

Sportsfield	Address	Lights	Email
Getiela Synthetic sportsfield	7-11 Park Road, Alexandria	Yes	recreation@cityofsydney.nsw.gov.au
Gunyama Park synthetic sportsfield	17 Zetland Avenue, Zetland	Yes	recreation@cityofsydney.nsw.gov.au
Perry Park synthetic sportsfield	1B Maddox Street, Alexandria	Yes	recreation@cityofsydney.nsw.gov.au
The Crescent synthetic sportsfield	7 The Crescent, Annandale	Yes	openspacebookings@cityofsydney.nsw.gov.au

Hours of Use

Sportsfield	Days	Hours
Getiela synthetic sportsfield (this field is used by Alexandria Park Community School outside of these hours)	Monday to Friday (school terms)	6:00 pm – 10:00 pm
	Monday to Friday (school holidays)	8:00 am – 10:00 pm
	Weekends & Public Holidays	8:00 am – 5:00 pm
Gunyama Park synthetic sportsfield	Monday to Friday	8:00 am – 9:30 pm
	Weekends	8:00 am – 9:30 pm
Perry Park synthetic sportsfield	Monday to Friday	8:00 am – 11:00 pm
	Weekends	8:00 am – 9:00 pm
The Crescent synthetic sportsfield	Monday to Friday	8:00 am – 10:00 pm
	Weekends	8:00 am – 8:00 pm

The synthetic sportsfields are available to be hired in full-field configuration or half-field configuration. Half-field bookings will be charged at 50% of the full-field rate.

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.

Customers

Commercial Hire

Applies to individuals, businesses, or organisations that may charge entry or participation fees for use or access to the field, and that also compete with local businesses.

This includes, but is not limited to:

- Private coaching or lessons
- Paid group programs
- Academies or corporations
- Events or tournaments
- Filming or photography for commercial use

Non-Commercial Hire

Applies to registered not-for-profit or charity organisations, social enterprises, community groups, incorporated associations, or 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 sportsfield space during the school holidays (before 4:00 pm on weekdays).

Seasonal Booking

Applies to any non-commercial organisation that hires sportsfield space over the duration of either the summer or winter sports season (minimum of 10 consecutive weeks or fortnights).

Programs

City Run Programs and Events

Sports programs and events run by the City, targeted at adults, children, and concession groups.

Sports Competitions

City-operated sports competitions for senior and junior teams – football, rugby, and multisport.

Senior

Adults 18 years and over.

Junior

Children under 18 years of age.

Services

Event Field Hire:

Available for sports functions/events hire that may displace City-run programs/events and bookings. The booking may include the use of change facilities and showers.

Each booking requires a minimum of 5 hours.

Additional fees apply for cleaning, advertising, staff provision, equipment hire, bump in/bump out, and cancellations.

Applies to non-commercial organisations.

Green Square Public School & Community Spaces – Outdoor Court

Customers

Concession

- Full-time enrolled students, excludes part time students.
- Primary card holders of:
 - NSW Seniors Card (excludes NSW Senior Savers Card)
 - NSW Transport Concession Entitlement Card holders for Job Seekers
- Primary card holders of Commonwealth-issued Health and Concession Cards:
 - Health Care Card
 - Pensioner Concession Card
 - Seniors Health Card
 - ImmiCard
 - Ex-Carer Allowance (Child) Health Care Card
 - Foster Child Health Care Card
 - Low Income Health Care Card
 - Department of Veterans' Affairs Pensioner Concession Card
 - Individuals with proof of an approved Commonwealth concession or health care card not listed above
- Other groups as defined by the City in Attachment A.

For more information on Commonwealth-issued Health and Concession Cards, visit the Services Australia [website](#).

Conditions of use

- All concession types listed above may be verified at any time. Customers must present an original, valid concession card issued by the relevant government agency or institution at the time of booking. Photocopies will not be accepted.

- Customers are responsible for providing current concession card details and notifying the City of any updates. The City is not required to request or follow up on expired or changed concession details.
- Concession fees are subsidised fees designed to support target groups within the community by promoting equitable access to public services, programs and facilities. 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 applied if a customer fails to provide a valid and current concession card at the time of booking.
- For student concessions, additional proof of enrolment and course duration may be requested at City's discretion. Student cards are only valid up to their printed expiry date.
- Sporting clubs and organisations are not eligible for concession rates.
- The concession card holder must be present for the booking and is only eligible for a maximum of one (1) concession-rate booking per booking date. Additional bookings on the same date will be charged at the full price.
- At least 50% of participants within the booking must be present and hold an original concession card. Cards will be checked periodically prior to the booking commencing.

Access

Casual court hire

Available for one-off or irregular bookings of indoor courts for individual or group use.

Regular booking

Applies to any sporting clubs or organisations that hire court spaces on a weekly basis for a minimum of ten consecutive weeks.

Programs

City run program and events

Sports programs and events run by the city, targeted at adults, children, and concession groups.

Sports competitions

City-operated sports competitions for senior and junior teams – basketball, netball, volleyball, and multisport.

Senior

Adults 18 years and over.

Junior

Children under 18 years of age.

Attachment A – Government issued financial support

Proof of the following government financial support payments may be used to qualify for an Access Card.

- Newstart allowance
- Sickness allowance
- Widow allowance
- Youth allowance
- Partner allowance
- Parenting Payment partnered
- Bereavement allowance
- Special benefit
- Community Development Employment Project (CDEP)
- New Enterprise Incentive Scheme (NEIS)
- ABSTUDY
- Austudy
- Centrelink Status Resolution Support Services (SRSS) payment
- Disability support pension





Draft Creative Studios Fees and Charges

Fees and Charges
2026/27
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. Image: 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.



Image 1. L5.1 Recording studio, City of Sydney Creative Studios. Image: 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.

City of Sydney creative studios – Fees and charges

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 2026 until 30 June 2027.
- All prices quoted include GST, unless stated otherwise.
- The basis of pricing is market rates, unless stated otherwise.



Image 2. L5. Control room, City of Sydney Creative Studios: Image: Matt Lambley/City of Sydney

Hirer categories

Brand X, the operator of the City of Sydney Creative Studios, recognises 5 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 \$20 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 \$100 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.
- Brand X artist pass for organisations membership, accessible via a \$100 annual subscription, provides hirers with access to subsidised venue hire rates.

General access

- Commercially oriented businesses and creative organisations with a turnover higher than \$3 million.
- 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 4 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.

City of Sydney creative studios – Fees and charges

- 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.



Image 3. L2.1 Rehearsal studio, City of Sydney Creative Studios. Image: Christina Mishell/Brand X Productions



Image 4. L5.1 Recording studio, City of Sydney Creative Studios. Image: Christina Mishell/Brand X Productions

Large spaces

L2.1 Rehearsal studio

The largest of the 2 rehearsal spaces at the Creative Studios, this space accommodates performance-based companies and collectives preparing for production. This space can accommodate exclusive access to allow for rehearsal mark-up and the use of sets/props for the duration of the hire period.

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	1,750	6,200
Commercial hire for artist pass holders	56	200	550	2,800	10,200
General access	74	275	770	3,700	13,600
Commercial hire for general access	85	310	860	4,500	16,500

Standard spaces

L2.2 Rehearsal studio

The smaller of 2 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 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 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 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	950	3,300
Artist pass for organisation	38	125	325	1,500	5,400
Commercial hire for artist pass holders	49	170	470	2,300	8,500
General access	64	240	669	3,200	11,800
Commercial hire for general access	75	270	750	3900	15,000



Image 5. L5.2 Recording studio, City of Sydney Creative Studios. Image: 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

Media post-production space 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

Media post-production space 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.

L6.7 Post-production suite

Media post-production space 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	2,800
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

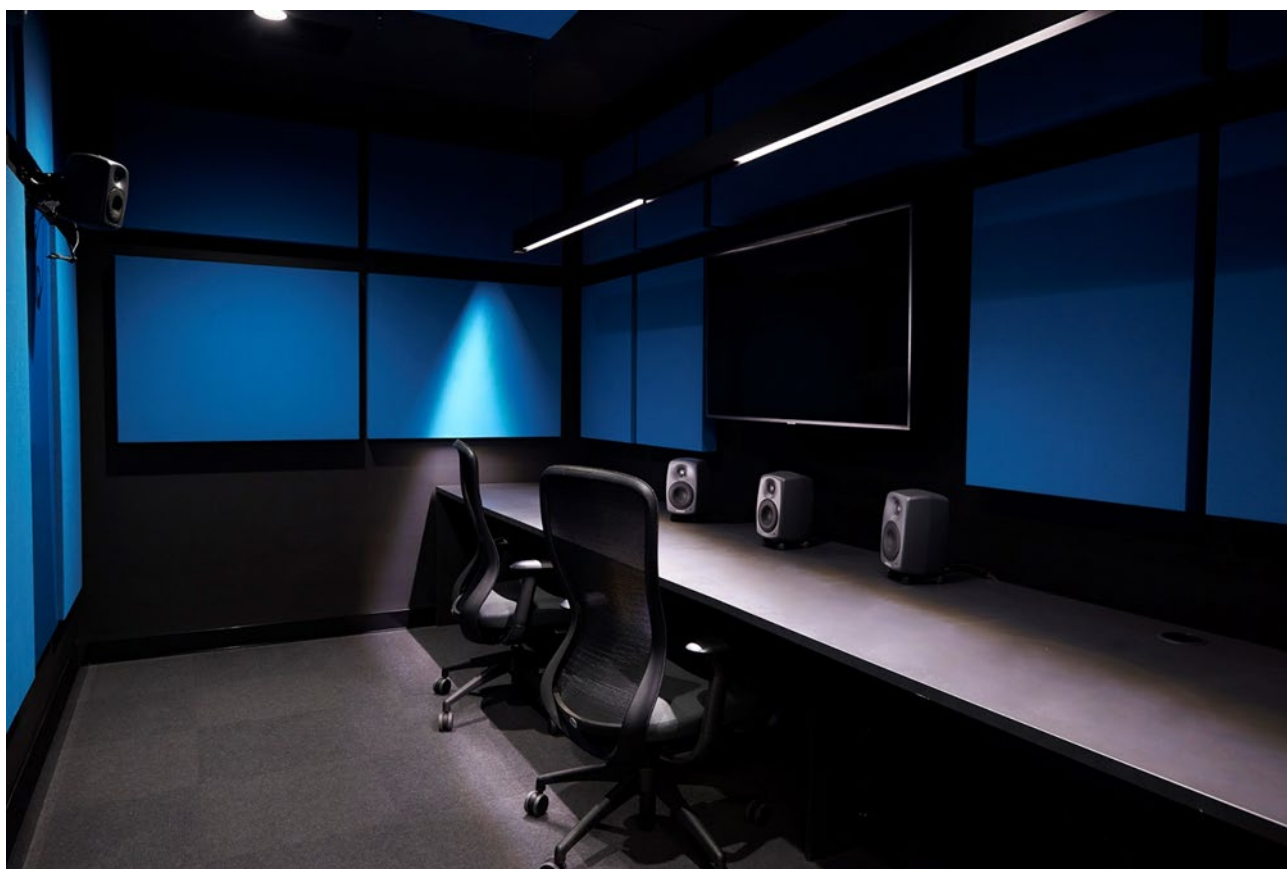


Image 6. L6.2 Recording studio, City of Sydney Creative Studios. Image: Christina Mishell/Brand X Productions

Additional charges

Equipment

Equipment charges are charges for the hiring of audio, visual, or related equipment, or large scale set up.

Category	Per Booking (under 6 hours) (\$)	Per Booking (6 hours +) (\$)	Day (\$)	Week (\$)	Month (\$)
Drumkit (including cymbals)	6	12	16	90	396
Keyboard	4	8	12	72	330
Bass amp, guitar amp (each)	2	4	8	48	198
Sewing machine	4	8	12	72	330

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	Hour (\$)	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	120	500
Artist pass for organisation	50	120	500
Commercial hire for artist pass holders	50	120	500
General access	100	240	1,200
Commercial hire for general access	100	240	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	120	500
Artist pass for organisation	120	500
Commercial hire for artist pass holders	120	500
General access	240	1,200
Commercial hire for general access	240	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	1,350
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 2 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 deposit charged for additional FOBs, and \$25 refunded on return.

Booking fees

A booking fee of 2.5% per booking transaction will be charged for all casual hire.

Glossary

Ad valorem – a rate or charge that's calculated as a percentage of the value of a property, rather than as a fixed amount. In the NSW rating system, ad valorem rates mean properties with higher land values pay more in general rates than properties with lower land values.

BASIX – the 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 – a 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 3 years to retain B Corporation status.

C40 Cities – a network of the world's megacities committed to addressing climate change.

CALD – culturally and linguistically diverse is a broad, inclusive term to describe people and communities whose cultural background or first language is different to those of Australians born here generation after generation.

Canopy cover – the proportion of land area occupied by the tree's crown or canopy, or combined canopies, when visualised from directly above. It's often expressed as a percentage of the total area covered.

CBD – means central business district. The Sydney CBD 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 Garden and Farm Cove on Sydney Harbour in the east, to Darling Harbour and the Western Distributor in the west.

CCAP – the climate change action plan is a web-based software application owned by Kinesis. It's designed to aggregate, analyse and report disparate urban data to measure, track, report and manage energy use and sustainability performance.

CDP – the Community Development Program is a global not-for-profit charity that runs the world's independent environmental disclosure system for investors, companies, cities, states and regions to manage their environmental impacts.

CWI – community wellbeing indicators are developed in partnership with the Institute for Sustainable Futures at the University of Technology Sydney and the McCaughey Research Centre at the University of Melbourne. These 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 – the Department of Communities and Justice supports vulnerable people and families to participate in social and economic life and build stronger communities.

DCP – a Development Control Plan provides detailed planning and design guidelines to support the planning controls in the local environmental plans.

DPE – the Department of Planning and Environment provides services in urban and regional planning, natural resources, industry, environment, Aboriginal and social housing, and regional NSW. Previously known as **DPIE** – Department of Planning, Industry and Environment.

EEO – Equal employment opportunity.

EMS – the environmental management system is designed to help manage environmental impacts and improve the environmental performance of the City of Sydney's operations.

EPA – the NSW Environment Protection Authority is the main environmental regulator for the state. Its purpose is to improve environmental performance and waste management across NSW.

ERP – the estimated residential population is the official measure of Australia's population. It's based on the concept of usual residence, developed by the Australian Bureau of Statistics for use in between each Census.

GIPAA – the *Government Information (Public Access) Act 2009* gives the NSW public the right to access most government information, unless there's an overriding public interest against releasing it. This law aims to make government more open, transparent and accountable.

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 – the Homelessness Assertive Outreach Response Team is a partnership between the NSW Department of Communities and Justice and the City of Sydney. The team collaborates with specialist health, homelessness, and other non-government services to provide services for people sleeping rough.

ICAC – the Independent Commission Against Corruption is 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 – the Independent Pricing and Regulatory Tribunal determines the maximum prices that can be charged for certain retail energy, water and transport services in NSW. It 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.

LGBTIQ+ – evolving acronym to signify lesbian, gay, bisexual, transgender, intersex, queer/questioning and asexual people collectively.

LGN – the liveable green network aims to create a network that connects people walking and riding with the city and its village centres as well as major transport and entertainment hubs, cultural precincts, parks and open spaces.

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'. The area is made up of 33 suburbs wholly or partly within the LGA 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.

NABERS – national Australian built environment 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 – balance 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 and use in kitchens and bathrooms.

PPE – personal protective equipment or clothing used and/or worn to provide personal health and safety.

Priority communities – communities that may experience heightened inequality and experience barriers to social, economic, cultural, political and environmental resources, services and support. This includes: Aboriginal and Torres Strait Islander peoples; people on low incomes; people renting including social housing tenants; people experiencing homelessness; people with disability; people with lived experience of a mental health and/or chronic condition; people over 65; young people and children under 5; new immigrants, non-citizens and refugees; people with English as a second language; people of diverse sexualities and genders and intersex people; women and girls.

Recycled water – former wastewater (sewage) that's treated to remove solids and impurities and used for non-potable water needs, rather than discharged into waterways.

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 was previously an agency of Transport for NSW responsible for setting the strategic direction and guiding an extended network of public and private service delivery agencies to provide improved transport outcomes.

SEPP – NSW environmental planning policy, which applies across the state.

SMART – sustainability management and reporting tool used to record and report the City of Sydney's utility consumption for its buildings, parks, civic-spaces and street lighting.

SRAP – the Stretch reconciliation action plan. was adopted by the City of Sydney in 2020 and refreshed in 2025. This plan outlines our vision and action we'll take for reconciliation that values the living cultures of Aboriginal and Torres Strait Islander people, embraces the truthful reflection of their history and experiences and is dedicated to equity, opportunity and respect for Aboriginal and Torres Strait Islander communities.

SSROC – the South Sydney Regional Organisation of Councils is an association of 11 councils spanning Sydney's southern, eastern, central and inner west suburbs. It provides a forum where member councils can interact, exchange ideas and work collaboratively to solve regional issues and contribute to the future sustainability of the region.

TfNSW – the Transport for NSW is responsible for improving the customer experience, planning, program administration, policy, regulation, procuring transport services, infrastructure and freight. Previously known as **RMS** – Roads and Maritime Services.

WSUD – water sensitive urban design integrates the urban water cycle into urban design to reduce environmental degradation and improve aesthetic appeal.



Attachment B

Draft Resourcing Strategy 2026



Draft Resourcing Strategy 2026

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

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Information and technology strategy	ITS
Community engagement strategy and community participation plan	CES

Cover image: Meeras Pavilion public artwork co-designed by Rohingya and Australian artists at Customs House, Circular Quay September 2025. Image: Phoebe Pratt/City of Sydney



The City of Sydney
acknowledges the Gadigal of the
Eora Nation as the Traditional
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We acknowledge their continued
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and waters of this place since
time immemorial.

About this plan

Integrated planning and reporting gives us a framework for identifying the priorities of our many communities. It creates a comprehensive planning 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 across the state.

We've used this framework to create the Community Strategic Plan Delivering Sustainable Sydney 2030–2050 (community strategic plan) and the Delivery Program 2025–2029. These plans detail how we'll act on the community's priorities we identified through extensive consultation.

The community strategic plan is the highest-level plan in this framework, which informs other key documents such as our annual operational plan, which outlines our planned activities.

In deciding the activities we will undertake and the level of service to be provided, we need to consider our available resources – our workforce, financial sustainability and assets, which is done in this resourcing strategy.

We also include details on our information technology resources and how we engage with the community to inform on our activities and seek feedback.

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. It should be read in conjunction with our 4-year delivery program and our annual operational plan.

Why are we doing this

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 we have the necessary resources to achieve the planned outcomes we're responsible for, while maintaining our assets to sustain their useful life, maintaining the long-term financial sustainability of the organisation, and meeting our communities' priorities now and into the future.

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

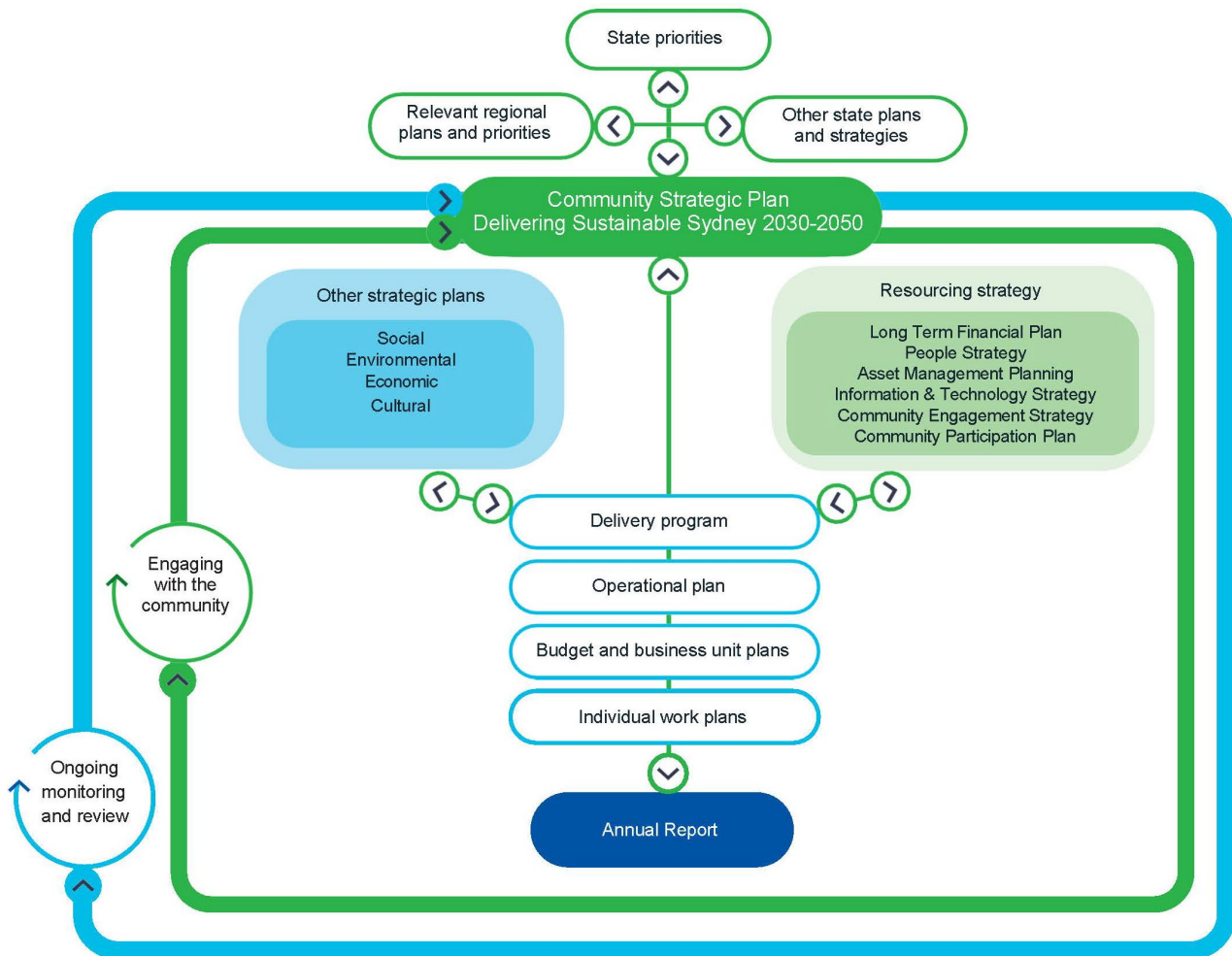


Figure 1. Integrated planning and reporting framework diagram, adapted from Office of Local Government

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 2022 and refreshed in 2025.

It was developed with, and on behalf of, the communities we serve. The plan identifies the communities' main priorities and aspirations and is structured around 10 strategic directions. It guides all our other strategies and plans.

We update this plan every 4 years, in line with government requirements or when

circumstances and community aspirations change.

The community strategic plan acknowledges that the City of Sydney 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 of Sydney's Delivery Program 2025–2029 (the delivery program) identifies the actions we will take over the next 4 years that support the community strategic plan outcomes. The delivery program structure reflects the community strategic plan with activities aligned with the 10 strategic directions.

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

outcomes under each strategic direction in the community strategic plan.

The Delivery program acts as the link between the long-term community strategic plan and the operational 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. It also includes our 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. Sydney New Years eve fireworks viewed from Lady Macquarie's Chair, Woolloomooloo Bay. Image: Keith McInnes/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 articulated in the community strategic plan. This resourcing strategy underpins the directions within the 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

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 we can fund, 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.

The asset management strategy establishes a framework to guide the planning, construction, maintenance, and operation of the assets that are essential for us to provide services to the community.

We are 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 our 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 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 our 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 strategy guides information and technology related decision making, priorities and investment. A strong focus on mitigating cyber security risks is also an integral part of our technology planning and management.

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 1979*, 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. Flag promoting NAIDOC markets at the Town Hall. Image: 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:

- changing expectations and challenges from the global 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. We 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.

We will also participate in the provision of more sustainable energy production within our area 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 of Sydney'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.



Draft Long Term Financial Plan 2026/27 to 2035/36

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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About this plan

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 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 the 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 our delivery program and annual operational plan, and be assured that these plans are financially achievable and sustainable.

This LTFP provides a 10-year overview of our projected annual income and expenditure, capital works and asset delivery, acquisitions and disposals of property and the resultant projected cashflows.



Image 1: Sydney city skyline: Image: Chris Southwood/ City of Sydney.

The LTFP highlights the impact of the City of Sydney delivering infrastructure, public domain works and facilities across our local 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.

The LTFP demonstrates that we have 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 we are well-placed to pursue strategic goals without risking the long term financial sustainability of our operations.



Image 2: New Years eve 2025 fireworks. Image: Keith McInnes/City of Sydney

The LTFP is based on a recommended “base case” scenario. Two additional scenarios to the base case have been added, modelling the impacts of:

1. increased operating expenditure resulting from inflation lasting longer than anticipated over the short term (1% higher than the base case for 2 years), returning to normalised inflation assumptions from 2028/29; and
2. reduced income from developer contributions resulting from uncertainty of future development cycles and the ownership of income flows.

The 2 modelled scenarios reflect adverse financial outcomes for the City of Sydney. Details on each case are included in the LTFP and additional financial schedules are also included.

Projecting over the 10-year timeframe of this LTFP necessitates the use of a variety of underlying assumptions detailed below. The LTFP is closely monitored and updated annually. Detailed financial reports outlining our progress against the operating and capital budget are provided quarterly to Council.

Current financial State and key risks

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

Economic Context

Our businesses and residents continue to endure significant economic and financial uncertainty with fluctuating interest rates and many economic inputs rising faster than inflation.

The current geopolitical landscape indicates that challenges will remain for the foreseeable future. Fuel costs and interest rates are expected to remain volatile over the next 12 months.

The City of Sydney remains in a sound financial position in the face of this economic uncertainty. It allows the organisation to deliver high quality services to the community, a large capital works program renewing existing assets and enables the delivery of transformative urban environment projects.

Financial Sustainability

We support 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 our long-term planning include:

1. The Community Strategic Plan, Delivering Sustainable Sydney 2030–2050 which, through our Delivery Program, continues to guide City of Sydney action, with bi-annual reviews of progress and priorities part of our Integrated Planning and Reporting process.
2. Diverse and innovative public engagement processes which help us understand the needs and expectations of our residents, businesses, workers, students and visitors.
3. Effective internal governance arrangements which help us 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 which will manage operating costs to deliver operating surpluses to fund infrastructure and facilities.
6. A People Strategy which fosters a “people first” culture, adapt our ways of working, and strengthen our value proposition and recruitment experience.



Image 3: Rosebery Christmas Concert 2025. Image James Horan/ City of Sydney

7. Infrastructure and asset maintenance, monitored on a targeted basis, to maximise renewal levels without over-servicing.
8. Policies and procedures which are regularly reviewed to improve our approach and respond to emerging needs and community expectations.
9. Developing 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.

We continue 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*.

No future amalgamations or boundary changes have been anticipated or modelled in this plan.

Economic and operating environment

Economic factors can have a significant impact to our financial position. These include:

- Consumer Price Index (CPI) for Sydney
- rate-setting constraints (rates peg) imposed by the State Government
- escalating construction costs
- escalating services costs
- commercial property market conditions
- declining revenue from Federal Financial Assistance Grants in real terms
- urban Renewal and development activity
- population growth and demographic change
- wages growth and labour market conditions

- supply chain disruptions and material availability.

Other economic assumptions in the plan

Employment costs are a significant factor for the City in managing its underlying operating expenditure over a 10 year timeframe, as employee costs currently represent approximately half of our total operating expenditure excluding depreciation. We have assumed future wages increases broadly in line with the Local Government (State) Award.

Although our portfolio of financial investments has historically outperformed industry benchmarks, this plan reflects conservative investment return assumptions. Further, the financial position of the City of Sydney 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 inter government cost-shifting
- additional asset maintenance costs resulting from such things as new parks, roads, cycleways, facilities
- 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 of Sydney has delivered consistently strong operating performance results, which have enabled us to accumulate significant cash reserves, and to internally fund our capital works program. Our closing cash and equivalent investments balance at 2024/25 was \$765 million.

The City of Sydney entered the 2025/26 financial year in a sound 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.

We have 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 – Net book value of assets

Book value of assets	\$16.91B
<i>(including)</i>	
Land	\$10.31B
Buildings	\$1.89B
Roads Infrastructure	\$1.63B
Stormwater Drainage	\$0.39B
Parks	\$0.36B
Cash & Investments	\$765.0M
<i>as at 30 June 2025</i>	
Operating Result *	
2024/25	\$116.4M
2025/26 (Forecast)	\$117.1M
*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 our community and other stakeholders can rely upon the ongoing provision of a full and diverse range of high-quality community services, facilities, and infrastructure.

We plan to maintain our 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 employee 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 our commitment to maintain control over our 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 our extensive capital program.

The suitability of utilising debt and/or private financing, including borrowing from reserves,

may be considered, for appropriate initiatives and projects.

The operational plan and forward projections have been set to continue our high standards of service and to adequately allow for all known and anticipated changes over the coming 10 year period. Unexpected cost pressures may arise, along with increasing service demands. However, in responding to these challenges, we 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 LTFP, income and expenditure are broadly projected to rise in line with the upper end of the Reserve Bank of Australia’s 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 anticipates continued operating surpluses, which, combined with our interest earnings and capital contributions, provide funding for capital works projects and programs.

We will continue to prudently manage its cash reserves and investments, to ensure that appropriate financial reserves are available to meet our liabilities and commitments as they fall due and manage cash flow demands to ensure responsible financial management. While externally restricted reserves will be maintained in accordance with legislative requirements, a number of internally restricted reserves are used to ensure that sufficient 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.

We closely monitor our financial performance and publish several key financial indicators within our quarterly budget review statements to demonstrate its financial health and sustainability.

Assumptions

The City of Sydney's 2026/27 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:

- capital grants expected to be received – particularly from NSW government relating to our cycleways
- allowances for asset maintenance growth due to 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 to revenue-generating assets as a result of changing economic conditions, and yields following commercial acquisitions/divestments.

The capital program is forecasted over the 10-years of the LTFP. In later years, provisional sums are included where specific projects have not been fully identified, to ensure renewal requirements identified as part of the asset management plans can be met.

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

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

In preparing the plan, we undertook a wide range of sensitivity testing, via a sophisticated financial modelling tool, in order to arrive at what we consider to be the most realistic and balanced scenario. The attached schedules reflect our forecast financial position and performance.



Image 4: NAIDOC town hall banners.
Image: Abril Felman/City of Sydney

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 of Sydney, including explanatory information along with a discussion of the risks and assumptions.

We aim 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 our ongoing operations minimising the impact of rate-pegging. In addition to the operating income below, details of capital income also used to partially fund our capital works program are detailed later in this section.

Rates and annual charges

Rates and annual charges are our primary source of annual income, contributing over half of total operating income.

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

The City of Sydney maintains 3 rating categories:

1. a CBD business sub-category rate;
2. a business ordinary rate; and

3. a residential ordinary rate across the entire local government area

Our 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 local area.

The City of Sydney's annual rates income represents 43.0% of income from continuing operations (as reflected in the attached schedules of this plan for the 2026/27 year). CBD business rates represent approximately 22.0%, other business rates 9.0% and residential rates 11.9%, of total income from continuing operations. Our 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 our services.

The state government constrains the growth of annual rate income for all councils by setting a general maximum rate increase. This 'rate cap', also referred to as the 'rate peg' is determined by IPART, as delegated by the Minister for Local Government. The rate peg assessed by IPART for the City of Sydney has been set at 5.6% for 2026/27.

Note that our 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.



Image 5: Andrew Boy Charlton pool. Image: Abril Felman/City of Sydney

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. 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.

We are looking closely at our rating path and the best way to equitably align its rating structure to service this growth. We will continue to explore options that will improve the fair and equitable distribution of the rates burden for all our ratepayers.

We 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

We continue to provide 100% rebate of rates and annual charges for eligible pensioners within our local area.

This scheme provides an additional rebate on top of a mandatory rebate for eligible

pensioners and in total, the scheme currently costs approximately \$4.5 million per year.

While this cost has remained reasonably constant, we 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 \$75.0 million for the 2026/27 financial year, including the gradual accumulation of a reserve that can be used to support infrastructure or projects that can deliver waste reduction, reuse, recycling and landfill diversion targets and objectives as outlined in our delivery program or the Waste Reduction and Circular Materials Strategy 2026–2035, adopted in February 2026.



Image 6: A woman places a bag of food scraps into a green recycling bin.
Image: Chris Southwood/City of Sydney

Stormwater charges

The legislation also provides us with the ability to collect a further \$2.1 million each year to improve our 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 350 m² or part thereof for business properties. The funds raised from this charge are quarantined to improve the quality and quantity management of our stormwater network, over and above the existing works that are currently undertaken. We plan 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 within the Stormwater Management Plan.

User charges and fees

User charges and fees are derived from patrons of our facilities and services and organisations seeking to use the public domain. Fees and charges income provides around 14.5% of our budgeted income from continuing operations for 2026/27.

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 10 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 our network of parking meters and 2 car parking stations located in Goulburn Street in the central business district, and in Kings Cross. Total parking income makes up around 6.8% of the income from continuing operations for the City of Sydney in 2026/27.

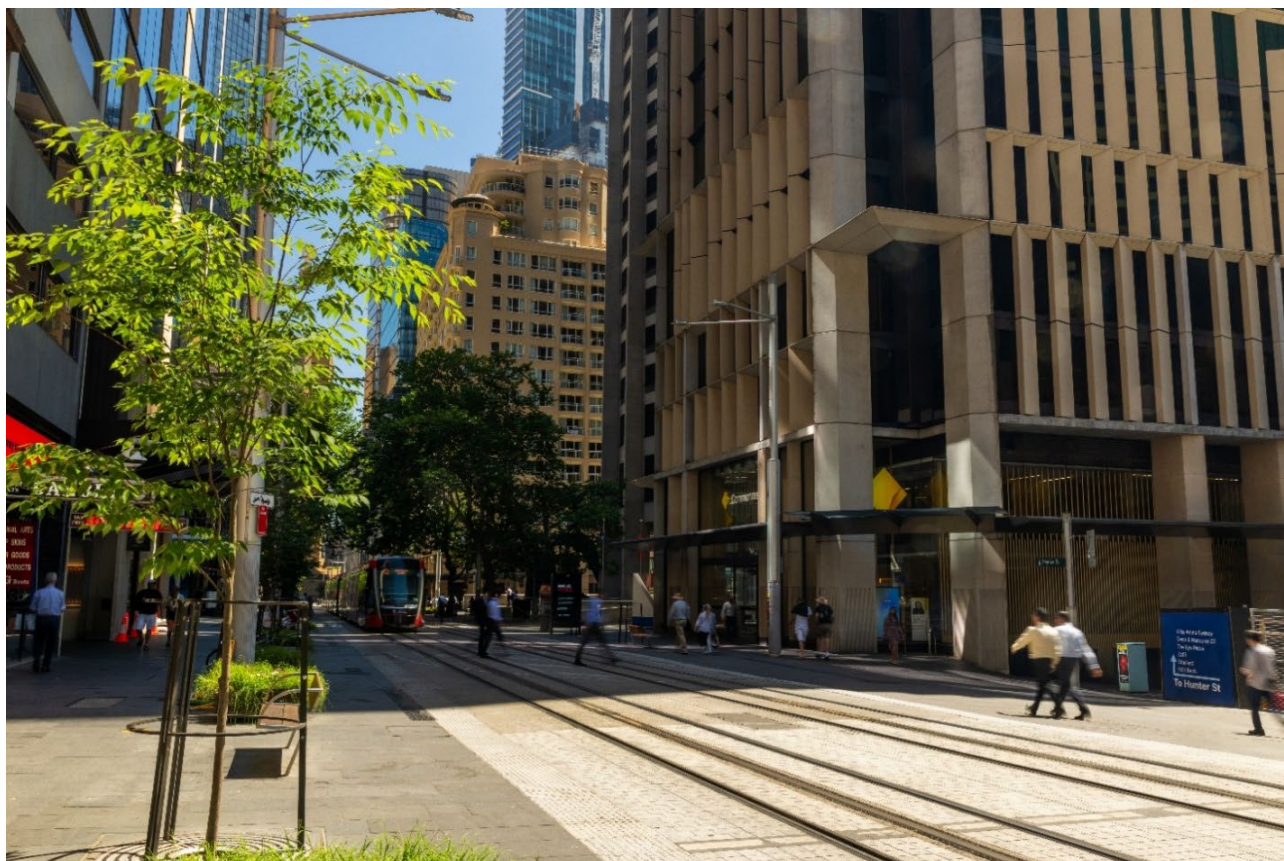


Image 7: George Street streetscape. Image: Dion Georgopoulos/City of Sydney

Other revenues

Commercial property income

Our commercial properties portfolio generates approximately 8.9% of the income from continuing operations in 2026/27 and has been a key revenue source for many years.

Our long term aim is to maintain and ideally increase the level of income derived from property over the next 10 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 our operational costs are not borne solely by the ratepayer.

We have primarily invested within the CBD and the major 'gateways' leading into the city centre. This category of income also includes revenue generated from the 99-year lease of the City of Sydney owned Queen Victoria Building (QVB) to private operators, to which we have a residual revenue share entitlement.

Our accounting approach for tenancies under the our 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 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 our ratepayers.

Enforcement income

Enforcement income refers to the gross revenue generated from our ordinance and

parking enforcement activities in maintaining a safe city.

The gross income from enforcements represents approximately 4.8% of our income from continuing operations in 2026/27. However, after paying infringement processing fees and deducting other operating costs and also paying a share of 'profit' to Revenue NSW, the net enforcement income represents only 1.5% of total income. The plan assumes that the profit share arrangement remains in place for the next 10 years. We continue to lobby the NSW Government to end the profit-sharing arrangement that has been in force for 25 years. There has been a substantial change in underlying traffic management conditions in that period.

We utilise our enforcement resources to monitor parking and ordinance issues. The LTFP incorporates an increase in the face value of infringements in line with projected CPI, as has been the usual case with 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

We receive grant funding from other government bodies to supplement our other sources of income. And in some cases to provide additional funding for specific projects or programs where there may be shared outcomes.

The City of Sydney is presently allocated in the order of \$6.3 million annually from the Australian 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.

We anticipate we will receive a smaller allocation of the unconditional grant over the life

of the plan as part of future reforms to the allocation of grant funding by the NSW State Government.

Other specific grants are allocated to individual projects or programs, either as part of a national or state scheme, or a specific grant funding application. We also participate in projects between other councils and authorities that may also be funded directly by grants from other parties.

The LTFP allows for recurring operating grants. 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.

Sponsorship is sought and utilised by the City of Sydney, 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 us 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 of Sydney as a public authority also maintains an appropriate grants policy, to ensure the highest levels of probity and transparency to protect our reputation.

Interest and investment income

We invest funds that are surplus to its current needs in accordance with section 625 of the *Local Government Act 1993 (NSW)*, which limits investments to those permitted under approved Ministerial Investment Orders, and in line with our investment policy and strategy, reviewed annually and adopted by Council.

Our investment policy and strategy for the management of surplus funds was last endorsed by Council in November 2025. It again reflects a prudent and conservative approach, to achieve reasonable returns ensuring the safeguard of our funds for the

purposes intended, whilst giving preference to socially responsible Investments.

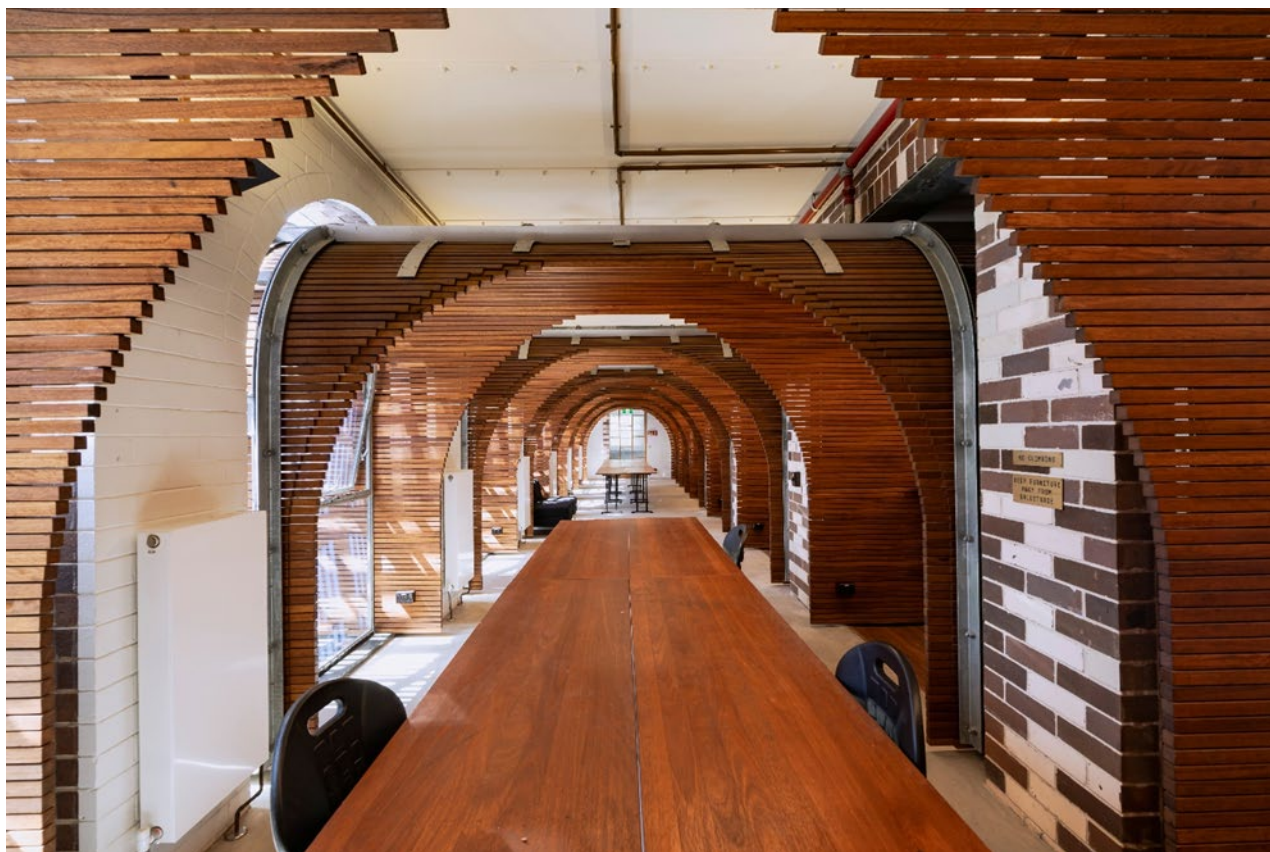


Image 8: Joyton Avenue Creative Centre. Image: Cassandra Hannagan/City of Sydney

We continue to take the opportunity to invest funds in environmentally designated products like Green Tailored Deposits, brought to the market by Westpac, as well as Green Term Deposits offered by the Commonwealth Bank of Australia. In addition, in March 2025, we became a cornerstone investor in Westpac's, social tailored deposits which support affordable housing and other social outcomes.

We have steadily developed relevant internal cash reserves to be applied towards major delivery program projects over the next 10 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.

We 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% applies;
- from \$250,000 – \$499,999 a contribution of 1% applies;
- from \$500,000 – \$999,999 a contribution of 2% applies; and

- over \$999,999 a contribution of 3% applies.

The Central Sydney Contributions Plan (2020) was granted ministerial approval and came into effect commencing 26 November 2021. This iteration of the City of Sydney's LTFP includes contributions and capital works associated with the Central Sydney Contributions Plan (2020). Contributions levied under superseded contributions plans will continue to be collected, where approved developments proceed to construction.

The remainder of the City of Sydney local government area (eastern, western and southern precincts) is covered by our 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.

The cap, combined with the financial pressures associated with rate pegging, significantly constrain our ability to fund our capital program.

Development contributions are heavily reliant on the property development cycles influenced by demand, construction costs, 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.

Future developer contribution revenues therefore remain subject to uncertainty primarily due to development timing and feasibility,

noting that both Section 7.11 and Section 7.12 plans operate in recoupment, with contributions applied to repay forward-funded infrastructure delivered to support development.

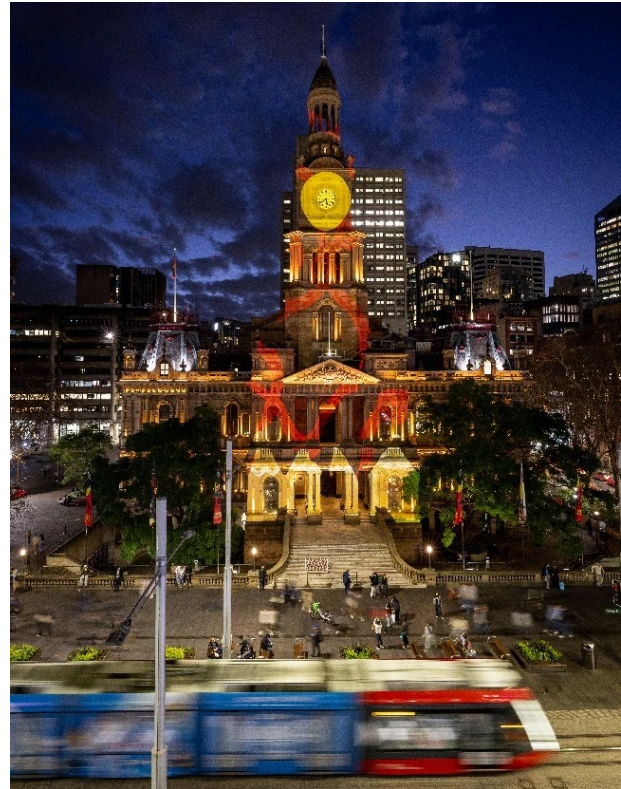


Image 9: Sydney Town hall artwork projection designed by We Are Warriors, Solid Ground, Melnunnie, Geedup Co, Myleigh King, and students at Erskine Park High School and Ermington Public School. Image: Abril Felman/ City of Sydney

The use of Voluntary Planning Agreements (VPAs) and, in the case of Green Square, the Floorspace Bonus Scheme and Developer Rights Scheme (DRS) will also continue to deliver essential infrastructure identified by Council in planning controls and strategy documents. Monetary contributions will further assist in directly funding specific capital works projects. The LTFP projects consistent annual contributions income. Though the plan adopts a consistent average, contributions income may be subject to fluctuation, depended on development activity.



Image 10: Liverpool Street, City Centre: Photo by Will Jones

Alternative heritage floorspace scheme

The Central Sydney Planning Committee (CSPC) resolved on 17 March 2016 to establish an Alternative Heritage Floor Space (HFS) scheme. The scheme allows developers within Central Sydney to lodge bank guarantees with us, 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 of Sydney redeems a bank guarantee for cash, the funds are 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 us for specific projects to assist in the funding of community

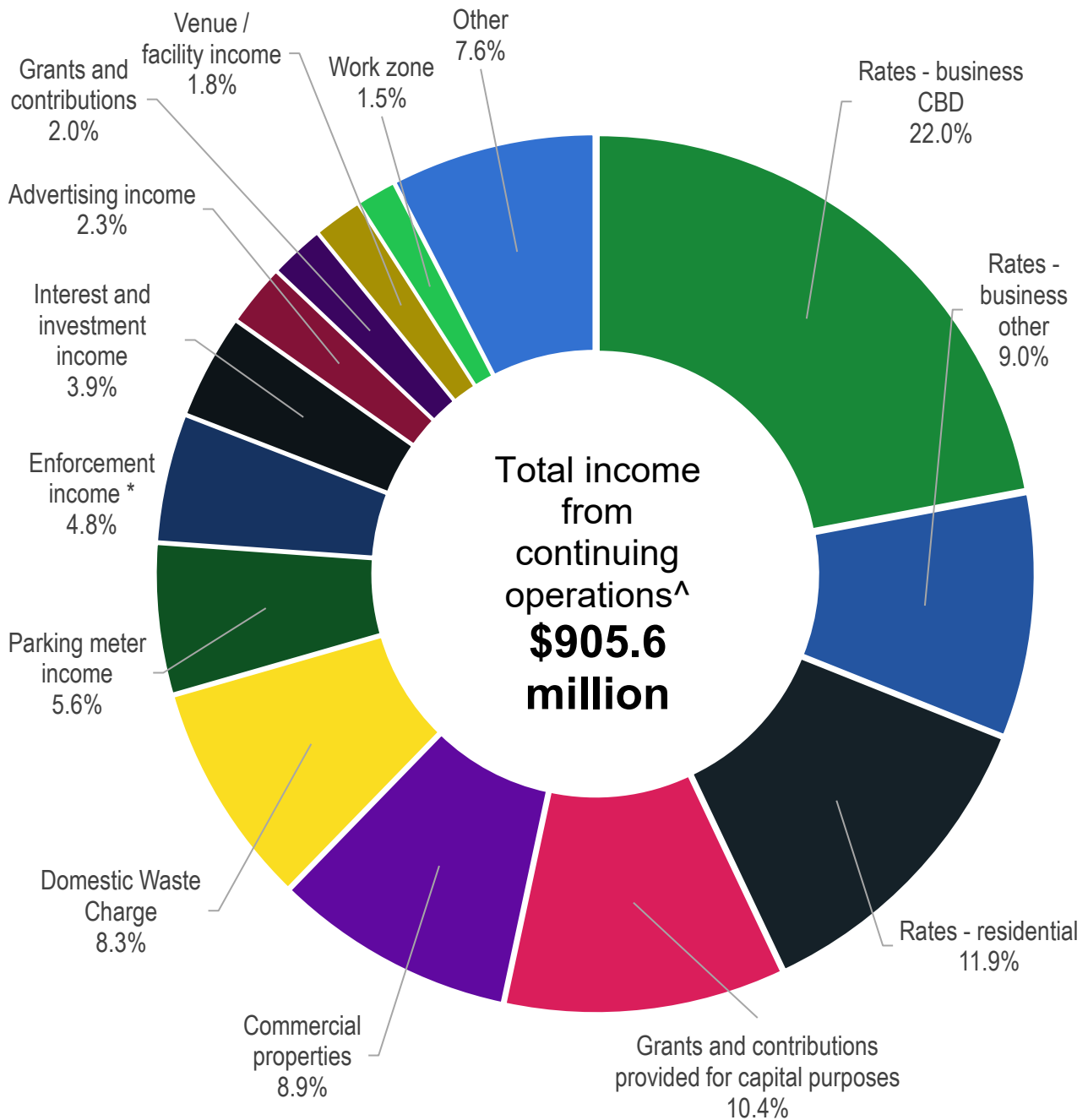
facilities or infrastructure. The grants provide supplementary funding that can assist in accelerating the commencement of a project, demonstrate a shared commitment from the other party or provide a greater benefit arising from the additional funding.

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 the 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.

Income sources as a % of income from continuing operations[^]

Figure 2. Total income summary 2026/27



[^] Income from continuing operations consists of operating income, plus significant amounts for capital grants and contributions and interest and investment Income

* Once processing fees and collection costs are deducted from gross enforcement income, the net value represents approximately 1.5% of income

Expenses from continuing operations

This section includes a review of our major expenditure commitments over the next 10 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 10 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

We are 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.

We aim to build upon its reputation as an “employer of choice” to attract and retain quality employees that it will continue to develop, support and assist. The challenge in a competitive marketplace is to achieve these goals and enhance our service delivery capability while maintaining salary and wages that are sustainable over the longer term.

Direct employee costs represent approximately 50.3% of our total operational expenditure (excluding depreciation), warranting specific strategic planning, ongoing monitoring and tight management control to ensure financial sustainability.

Our 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 us and relevant unions. The plan contains provisions for increases in line with recent Local Government (State) Award trends over the 10 year period.

Materials and services

Materials and services comprise 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 domestic waste collection and processing, facilities management, road maintenance and parks maintenance.

We have significant infrastructure and facility asset holdings that need to be maintained to a quality standard, whilst providing a broad and diverse range of quality services for our 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 regular reviews of contracts and service delivery arrangements, will seek to mitigate the impact of these increasing cost pressures.

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 and Lunar New Year), payments to utilities, donations to other organisations, communication expenses and contributions to other levels of government that can significantly change over time.



Image 11: Lunar New Year Markets: Image Phoebe Pratt/ City of Sydney

We also manage a large and diverse annual Grants program to ensure that financial support is available for the development and delivery of community projects and programs that align with our strategic plan outcomes. These programs are tightly managed to ensure that we support a broad and diverse range of grant applications that satisfy set criteria, within the approved program (detailed in our operational plan).

As noted in the commercial property income section above, the plan accounts for tenancies under our Accommodation Grants Program (AGP) as gross income and gross (in-kind) grant expense, reflecting the value of rental subsidy 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.

Local government elections

The plan anticipates the NSW Electoral Commission charging around \$2.0 million for the cost of running the local government

elections every 4 years. The plan therefore allows for elections in September 2028 and 2032.

State government levies

We recognise state government levies as a legitimate mechanism to fund services and influence behaviour, provided they are applied equitably and used transparently for their intended purposes. In total, we contribute approximately \$15.0 million annually in state government levies, with increases in recent years rising above CPI.

The waste and environment services levy, costing us over \$5.4 million per year, applies to all waste disposed to landfill and has historically increased above CPI as a deliberate deterrent to waste generation. While the 2026/27 increase is expected to align with CPI, the levy remains significant. Legislative requirements mean domestic waste costs are fully recovered from ratepayers through the domestic waste management charge, limiting our capacity to absorb or mitigate these increases.

We also pay a parking space levy of approximately \$1.9 million annually, applied to

commercial parking spaces within the CBD. This levy has risen sharply in recent years, often with little advance notice.

In addition, we contribute around \$0.7 million per year to the Sydney Region Development Fund, which helps finance state land acquisitions for infrastructure, transport, and open space. We consider this funding mechanism should also be available to offset the significant costs it incurs in acquiring strategic land for essential infrastructure and open space, particularly in the Green Square urban renewal area.

Parking enforcement costs

We incur significant costs (including the issuing, processing and collection of infringement notices). We have formally requested a cessation of the profit-share agreement with the NSW Government that has been in place since 2001 for parking enforcement income.

Asset and infrastructure maintenance

Our asset management strategy, together with the community asset management plan, summarises the activities and expenditure projections required to operate, maintain, renew and upgrade assets managed by us.

The LTFP incorporates forward estimates for asset operations and maintenance as well as provisions for projects that renew, upgrade or deliver new community facilities and essential infrastructure.

Together, the LTFP and the community asset management plan demonstrate our capacity to fund the required maintenance and renewal of our critical operational and community assets – ensuring they remain in a condition that meet the needs of the community and supports the expectations of a global city over the next 10 years.

Depreciation, amortisation and impairment

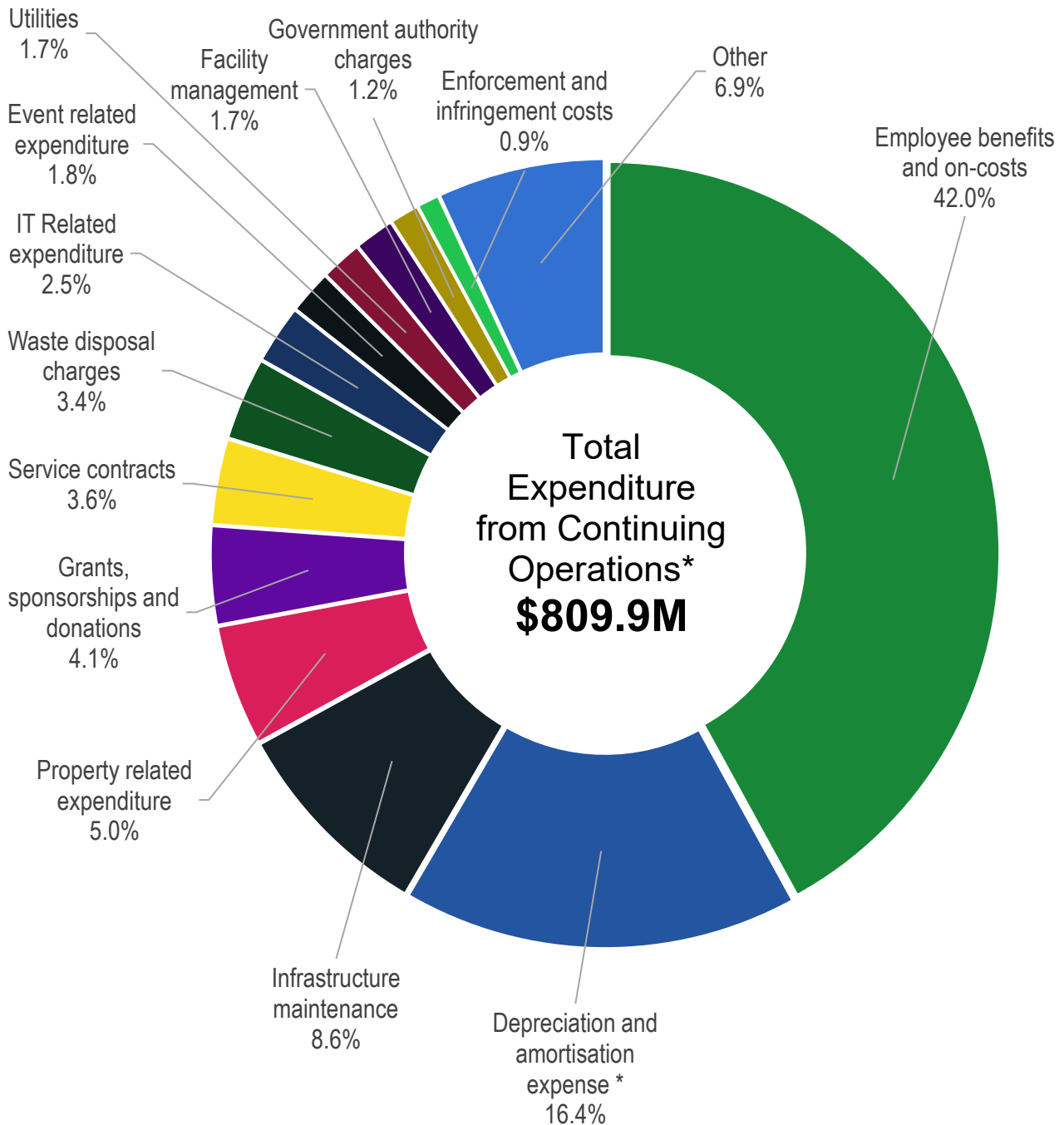
Depreciation and amortisation are a non-cash expense that allocates the cost of assets over their useful life, reflecting the gradual consumption of their service capacity or economic benefits. They do not reflect the asset's physical condition or actual deterioration. They are calculated based on asset value and estimated useful life, assuming assets are maintained in standard condition

Depreciation and amortisation are not influenced by factors such as CPI and changes only when asset values or useful lives are revised, or when assets are acquired or disposed.

Ongoing investment in new and upgraded assets and periodic revaluation will increase the depreciable asset base over time. This will be partially offset by asset disposal, such as buildings planned to be demolished as part of the Town Hall square project. This plan assumes continuation of current depreciation methodology, with projected increases in depreciation expense aligned to anticipated project completion.

Expenditure sources as a % of expenditure from continuing operations*

Figure 3. Total expenditure summary 2026/27



* 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, we continue 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 10 years.

This significant capital program requires careful planning and financial management, in order to ensure that delivery is achievable whilst maintaining operational service standards.

In cases where major project initiatives require significant funding, an internally restricted reserve fund will be formed to fulfill this initiative.

The program for asset renewal is primarily informed by our asset management plans. Over the long term, proposed capital expenditure for replacement, upgrade and expansion of key asset classes is expected to meet the required level as identified in the asset management plans.

Capital works program

We deliver vital improvements to its community and operational facilities and infrastructure assets. New or upgraded facilities are designed and constructed to meet growing community needs, while renewal of existing assets is required to ensure they are safe and compliant.

The capital works program funds the design and construction of assets we control and it is closely aligned with asset management plans, with a strong focus on service quality and whole-of-life asset planning and management.

As the largest component of expenditure in our 10 year budget, capital works program is subject to rigorous planning to ensure sustainable funding and timely delivery of priority projects that support the delivery program.

In addition to the major initiatives, the capital works program also funds rolling programs to upgrade and renew infrastructure and facilities to a standard expected by the community and other stakeholders.



Image 12: Biripi man Tyler Kennedy plays basketball at Peter Forsyth Auditorium, Glebe. Image Jake Duczynski/City of Sydney

Asset enhancement projects

Asset enhancement project groupings incorporate capital works resulting in new, expanded and/or upgraded 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

We are planning to continue construction of our 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 and are expected to be received from the NSW Government, subject to its funding priorities. Expenditure on a number of proposed cycleways projects is contingent upon the receipt of these grants. Should the grants not be received, expenditure on the proposed program will need to be revised accordingly. We continue to work closely with the NSW Government to align project priorities and funding outcome.

Open space, parks and trees

Works in open space, parks and trees enhancement program focus on increasing number of parks and greening, improving quality of community amenities. The program includes provisions to deliver new parks, addressing the future demand created by population growth in our local area.

Properties – community, cultural and recreational

We manage a diverse portfolio of properties to provide community, cultural and recreational services. Funding is allocated for the major upgrades and refurbishments to ensure these spaces remain fit for purpose and are able to meet growing community needs.

Properties – investment and operational

Capital works on our s commercial (income-generating) and operational (such as depots, administration buildings) properties are generally renewal-driven.

Public art

The Eora Journey recognition in the public domain identifies sites or histories of significance so that in time our city's Indigenous story will be fully expressed. Yananurala, (one of the Eora Journey recognition projects) and the harbour walk will share and celebrate (new and old) the stories of Aboriginal and Torres Strait Islander people through artworks along the Sydney harbour foreshore.

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

Public domain

We are 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 10-year capital works program incorporates both the construction of new and expanded assets, as well as upgrades that improve the public domain.

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 our 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 our infrastructure assets and facilities with necessary upgrades to older assets as part of the renewal process.



Image 13: Hyde Park North significant trees. Image: Chris Southwood/City of Sydney

Open space and parks

Our parks, open spaces and trees (including City of Sydney controlled crown reserves) are amongst the community's most highly valued assets. Our park and open space network encompass approximately 217.5 hectares throughout the local government area, providing both active and passive places for the community's use and enjoyment.

Ongoing investment will continue through whole-of-park renewal works. Renewal programs for key park components – such as water recycling and irrigation systems, structures, and play, skate, and fitness equipment – are identified to ensure the safety and efficiency of park operations.

Infrastructure – roads, bridges and footways

Substantial capital programs are in place to continue the renewal of our infrastructure network, particularly: roads, bridges and footways (incorporating cycling and kerb and gutter infrastructure). The programs will ensure that these key asset groups meet the our service levels and continue to provide the expected amenity to the community.

Properties assets

The City of Sydney manages a diverse portfolio of properties including libraries, aquatic centres, depots and community buildings.

Renewal works to our operational and commercial assets will focus on sustainability and building compliance alongside 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 of Sydney's array of public art incorporates 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 work
- walls, fences, steps, street furniture, retaining structures, survey markers
- lighting and electrical asset renewal
- public spaces and squares renewal.

Stormwater drainage

We are 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, 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 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.

Timing

The 10-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 are yet to be determined.

Capacity

Apart from funding constraints, the City of Sydney 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 10-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 we may elect to contribute to the project through financial means.

Plant and assets (including digital and information services projects)

In addition to the renewal and expansion of our asset base delivered through the capital works program, we undertake 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, we have 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 \$41 million combined for plant and asset acquisitions and capital works (digital and information services), which represents the long-term target, with specific requirements determined within the operational plan each year.

Property strategy – acquisition and divestments

We manage a diverse portfolio of operational, community, commercial and strategic property assets, which is subject to regular review to

ensure it remains fit for purpose and aligned with changing service needs, operational requirements, and investment and divestment objectives.

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, we will identify other specific development, community, and investment opportunities for Council consideration within the framework of our 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.

Cash (funding) forecasts

Incorporating the above forecasts for operating results, capital income and expenditure and asset acquisitions and disposals, we project cash and investments balances across the 10 year period of the LTFP.

The projected balances incorporate cash and investments held by us. The maturity profile of our financial investment portfolio will be determined on a “needs basis”, taking into consideration our short-term cash requirements, 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 our 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 (such as 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 us 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 employees.

Normal annual payments of leave entitlements are funded from operating income.

Workers compensation insurance – in accordance with actuarial advice, the City of Sydney 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 our 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 our local area

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 14: Sydney Streets, Glebe 2025. Image: Helene Cochaud/City of Sydney

Financial performance targets

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

This diligence has continued under the Integrated Planning & Reporting (IP&R) 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.

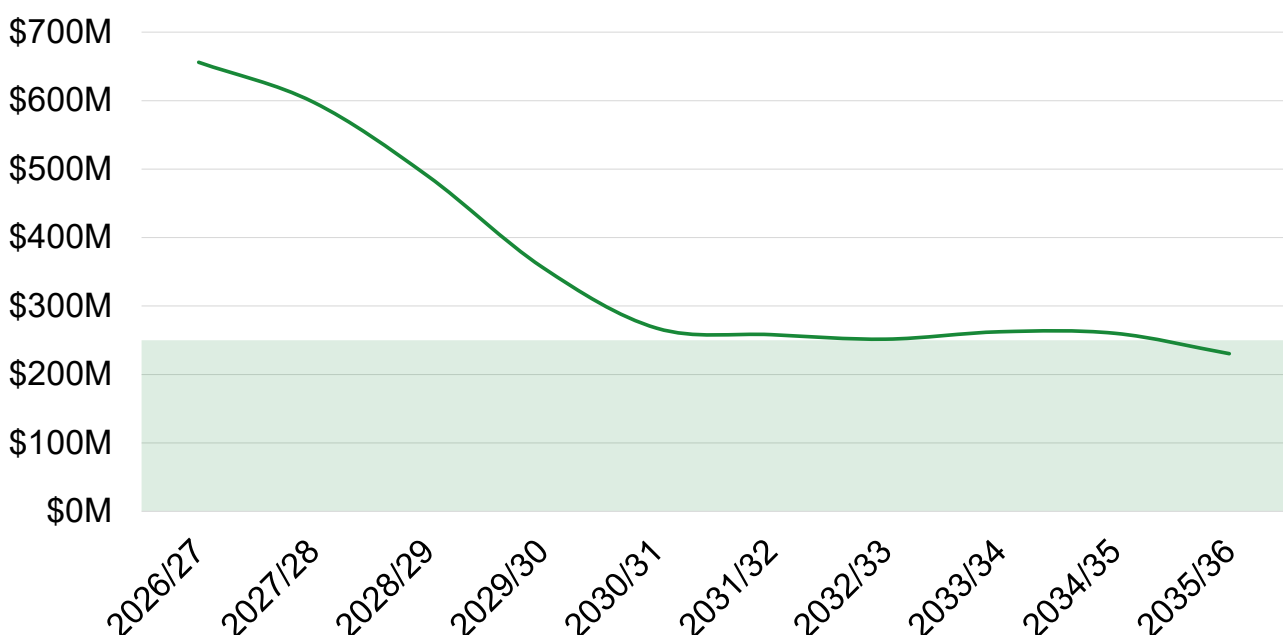
There are many indicators of financial sustainability. We continue to develop and monitor a broad suite to ensure that it is aware of any significant concerns to its operational and capital plans. At a high level, the intention at this stage has been to focus on the following industry measures of financial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

Cash reserves

We ensure in our planning process that we hold sufficient cash reserves to satisfy all of our 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 \$250 million.

Figure 4 illustrates our cash and investment balances as forecast over the next 10 year period. Read in conjunction with the projected unrestricted current ratio, sustainable liquidity levels are maintained over the period of the plan, allowing us to meet our obligations and deliver its capital program whilst maintaining operational service levels.

Figure 4. Projected cash and investment balances



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

Operating surplus

We are budgeting an operational surplus (excluding capital income, interest earnings and depreciation expense) of \$105.3 million for 2026/27 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.

Key performance indicators

Financial performance measures are reported annually as part of our annual financial statements. We target above benchmark performance where possible, and the following results are prepared in accordance with Office of Local Government required methodologies.

This section is intended to be read in conjunction with the ratios and performance measures published in the accompanying financial schedules that are attached to this plan.

The projections included are shown in green where the OLG benchmark level is met/exceeded.

Sustainability indicators

Operating performance ratio

(Benchmark: greater than 0%)

The operating performance ratio assesses Council's capacity to fund ongoing operations from recurrent income and is a key indicator of long-term financial sustainability. The OLG benchmark for this ratio is greater than 0%.

In the early years of the long-term financial plan, the ratio is forecast to be modestly below the benchmark, ranging between -0.5% and

-1.0% for a period of approximately 5 years, before returning to positive results later in the plan. This reflects a planned and time-limited position rather than a structural imbalance.

The subsequent improvement in the ratio demonstrates an expected strengthening of the operating position over time. The profile highlights the ongoing importance of growing recurrent revenues and managing expenditure to support our long-term financial sustainability.

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.

We will continue to perform at levels in excess of the benchmark. We will continue to seek a diversified income base in funding services and asset delivery.

Building and infrastructure asset renewal ratio*

(Benchmark: greater than 100%)

The building and infrastructure asset renewal ratio indicates the extent to which a council is renewing its existing building and infrastructure assets relative to their consumption. It is commonly expressed as renewal expenditure compared to annual depreciation, with a result above 100 per cent generally interpreted as maintaining asset service potential.

The ratio has recognised limitations. Depreciation is an accounting measure that assumes asset value and service potential decline evenly over time, usually using a straight-line methodology. In practice, asset condition, risk and renewal needs do not align neatly with depreciation patterns, nor does renewal investment occur evenly from year to year. Depreciation can therefore be an imprecise proxy for actual renewal requirements.

* To address this limitation, the City has utilised calculations of required asset renewal from its asset management plan, which forms part of the Integrated planning and reporting suite of

documents. The asset renewal ratio projections shown in the schedules reflect this asset-management-based approach rather than reliance on depreciation alone.

Infrastructure and service management indicators

Infrastructure backlog ratio

(Benchmark: less than 2%)

The infrastructure backlog ratio measures the estimated cost required to restore our infrastructure assets to a satisfactory standard, expressed relative to the total value of those assets. In this context, infrastructure backlog represents renewal works that are needed because assets have declined below an acceptable condition over time. Given that renewal cycles typically occur over longer timeframes, the presence of some backlog is not unusual for asset-intensive organisations.

The ratio is read as an indicator of the extent to which renewal needs have accumulated. Lower ratios generally indicate that assets are being renewed in a timely manner and that service capacity is being effectively maintained. Conversely, higher ratios signal a growing gap between renewal demand and renewal delivery. Maintaining the infrastructure backlog ratio at lower levels over the long term is therefore an important measure of effective asset management and long-term financial sustainability.

It should be noted that the infrastructure backlog ratio is influenced by periodic assessments of asset condition and the methodologies used to undertake those assessments. Condition assessment practices evolve over time, informed by updated guidance from the OLG and the asset management sector more broadly. As a result, reported backlog levels can change as assessment approaches are refined and assets are reassessed, reinforcing the importance of interpreting the ratio in the context of contemporary assessment standards.

Asset maintenance ratio

(Benchmark: greater than 100%)

The asset maintenance ratio shows whether a council is investing enough in maintaining its buildings and infrastructure. It compares actual (or planned) maintenance spending to the level of maintenance required to keep assets at appropriate service standards and prevent backlog growth.

The ratio is calculated by dividing actual maintenance expenditure by required maintenance expenditure. A result of 100 per cent means maintenance spending is sufficient. Ratios above 100 per cent indicate maintenance exceeds requirements, while ratios below 100 per cent suggest a risk that asset backlogs may increase over time.

Debt service ratio

(Benchmark: greater than 0, less than 0.2)

The debt service ratio measures the proportion of a council's ongoing revenue used to repay debt principal and interest. It is calculated by dividing total debt servicing costs by total continuing operating revenue, excluding capital grants and abnormal items. The ratio indicates financial risk and flexibility, showing how much revenue is committed to debt rather than services or investment. The benchmark range is greater than 0% and less than 20%. While low ratios indicate minimal reliance on debt, holding no debt may shift infrastructure costs onto current ratepayers rather than spreading them across generations.

Whilst the benchmark for this ratio requires a council to utilise at least some debt, our 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 10 year capital program without the utilisation of borrowings.

Efficiency indicators

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.

Our continued strong financial controls are expected to result in better-than-benchmark performance over the 10 years of the plan. This reflects continued efficiency in providing new infrastructure, facilities and services to a growing residential population.

We continue to argue for a measure that is reflective of the much larger population that utilise its services, infrastructure and facilities, including workers, students and visitors.

Supplementary performance indicators

In the past, the Local Government code of accounting practice and financial reporting has prescribed a series of performance indicators to be compulsorily reported. We use these indicators (and respective benchmarks) as key parameters in the financial planning process. These 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:

Unrestricted current ratio (liquidity)

(Benchmark 1 – 1.5 or higher)

The unrestricted current ratio is specific to local government, measuring the adequacy of our liquid working capital and its ability to satisfy our 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. Our ratio was 4.15 for the 2024/25 financial year, reflecting cash reserves accumulated by us in preparation for initiatives and major projects now underway.

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.

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

Other performance indicators

The following performance measures are not relevant or material to the City of Sydney. Consequently, visual charts depicting projected performance for these indicators are not published in the LTFP financial schedules.

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 we have forecast to remain debt-free over the 10 year period of the resourcing strategy, this ratio is not applicable.

Should circumstances change over the life of the plan, we 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.

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. We expect to remain debt-free

over the 10 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 OLG has previously advised a benchmark of a maximum 5% for metropolitan councils (8% for rural councils).

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



Image 15: George Street streetscapes showing tree-lined footpaths, shops and eateries, public transport, and people gathering and moving through the area during both day and evening. Image: Dion Georgopoulos/City of Sydney

Long term financial schedules and scenario modelling

We have produced a number of financial reports to illustrate its plans and commitments over the 10 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.

Income and expenditure (Income statement)

Income and expenditure statements have been provided at summary and detailed level to reflect our “base case” 10 year operational plan, including the 2026/27 budget and future years’ forward estimates.

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.

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 2028/29.

2. Reduced income from developer contributions resulting from uncertainty of future development cycles and the ownership of income flows.

Capital works

The capital works budget within the LTFP identifies projects more than \$5 million, ongoing asset renewal programs and asset enhancement programs over the course of the 10 year planning horizon.

The proposed capital works program includes a total of \$2,266.2 million comprising asset enhancement programs of \$815.9 million, asset renewal programs of \$1,442.3 million and a capital contingency sum of \$8.0 million.

Balance sheet (Statement of financial position)

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

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

Maintaining sufficient cash and investments is essential to the long-term financial sustainability of Council. For this reason, cash flow will be a key measure monitored and reviewed throughout the life of the plan.

Office of Local Government performance measures

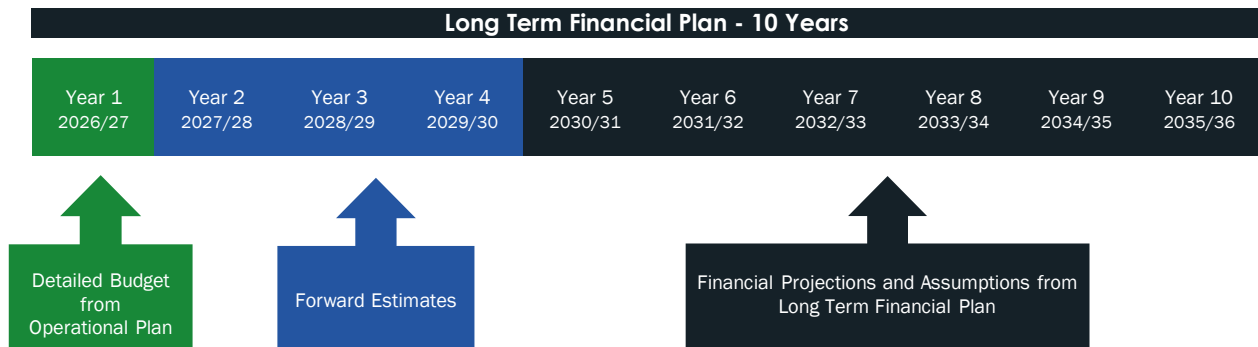
Projections relating to key performance measures are included in graphical format to provide additional context and to indicate performance trends over the period of the plan.

Cash flow forecast

The cash flow forecast shows how money is expected to move in and out of Council over the life of the plan.

Consistent with the requirements of the OLG, the LTFP projects financial forecasts for the City of Sydney for 10 years and is updated annually as part of the development of the operational plan.

Figure 5. Ten year timeframe



City of Sydney
Income Statement

	\$'M	2026/27	2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total
Income from Continuing Operations													
Rates and annual charges		465.6	483.5	506.8	526.2	1,982.2	551.8	577.6	604.4	631.7	660.1	689.3	5,697.2
User charges and fees		154.4	157.8	162.5	168.0	642.7	173.1	178.3	183.9	189.4	195.1	200.9	1,763.4
Interest and investment income		35.2	28.6	23.3	17.1	104.3	12.3	9.9	8.6	7.3	7.4	6.9	156.8
Other revenues		138.4	135.2	128.4	133.1	535.2	136.8	139.8	144.6	152.1	152.9	158.5	1,419.8
Grants and contributions provided for capital purposes		94.0	103.4	68.3	72.0	337.7	73.0	73.7	76.9	78.1	81.3	82.5	803.3
Grants and contributions provided for operating purposes		18.0	17.6	17.5	17.8	71.0	18.2	18.6	19.1	19.6	20.1	20.6	187.3
Total Income from Continuing Operations		905.6	926.3	906.9	934.4	3,673.1	965.2	998.0	1,037.5	1,078.2	1,116.9	1,158.8	10,027.6
Expenses from Continuing Operations													
Employee benefits and on-costs		340.3	351.1	363.1	377.5	1,432.0	390.6	406.4	418.4	433.0	448.1	462.6	3,991.0
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		260.1	273.2	277.8	285.1	1,096.3	294.7	303.9	316.2	329.2	340.3	353.2	3,033.9
Depreciation, amortisation and impairment		132.8	131.0	129.5	130.2	523.4	136.0	140.3	140.8	146.1	151.4	159.6	1,397.7
Other expenses		76.7	72.7	75.5	76.5	301.4	78.5	80.6	82.8	85.1	89.4	92.7	810.5
Extraordinary Item (Expense)		0.0	0.0	184.8	0.0	184.8	0.0	0.0	0.0	0.0	0.0	0.0	184.8
Total Expenses from Continuing Operations		809.9	828.0	1,030.6	869.3	3,537.8	899.8	931.3	958.3	993.3	1,029.1	1,068.1	9,417.8
Net operating result for the year attributable to Council		95.7	98.3	(123.8)	65.1	135.3	65.3	66.7	79.2	84.9	87.8	90.6	609.9

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	2026/27	2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total
Operating Income													
Advertising income		20.9	21.5	22.2	22.8	87.4	23.5	24.2	25.0	25.7	26.5	27.3	239.6
Annual charges		77.1	80.0	87.6	90.8	335.6	94.2	97.6	101.2	105.0	108.8	112.9	955.3
Building & Development Application income		6.0	6.2	6.4	6.6	25.2	6.8	7.0	7.2	7.4	7.6	7.9	69.1
Building certificate		2.0	2.1	2.2	2.2	8.6	2.3	2.4	2.4	2.5	2.6	2.7	23.5
Child care fees		1.6	1.7	1.7	1.8	6.9	1.8	1.9	2.0	2.0	2.1	2.1	18.8
Commercial properties		80.8	75.6	66.9	69.4	292.6	71.1	72.2	74.9	80.3	78.9	82.3	752.2
Community properties		13.2	13.8	14.4	15.1	56.6	15.7	16.1	16.7	17.2	17.7	18.2	158.2
Enforcement income		43.1	44.4	45.8	47.1	180.5	48.5	50.0	51.5	53.0	54.6	56.3	494.5
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		12.1	12.9	12.6	12.8	50.3	13.0	13.3	13.6	13.9	14.2	14.6	132.8
Grants - Federal Financial Assistance Grants		6.3	5.2	5.3	5.5	22.3	5.7	5.8	6.0	6.2	6.4	6.6	59.0
Health related income		2.3	2.4	2.4	2.5	9.6	2.6	2.6	2.7	2.8	2.9	3.0	26.2
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		12.9	12.0	12.4	12.8	50.1	13.1	13.5	13.9	14.4	14.8	15.2	135.1
Other fees		6.7	6.9	7.1	7.3	27.9	7.5	7.7	8.0	8.2	8.4	8.7	76.5
Other income		0.3	0.4	0.4	0.4	1.4	0.4	0.4	0.4	0.4	0.4	0.5	4.0
Parking meter income		50.5	52.1	53.6	55.2	211.4	56.9	58.6	60.3	62.2	64.0	65.9	579.3
Parking station income		11.3	11.7	12.0	12.4	47.3	12.7	13.1	13.8	14.2	14.6	15.0	130.8
Private work income		8.1	8.3	8.6	8.8	33.7	9.1	9.3	9.6	9.9	10.2	10.5	92.4
Rates - business CBD		199.5	207.2	215.2	223.5	845.5	234.9	246.3	258.2	270.2	282.8	295.6	2,433.6
Rates - business other		81.7	84.9	88.1	91.5	346.3	96.2	100.9	105.7	110.7	115.8	121.1	996.6
Rates - residential		107.9	112.1	116.5	121.0	457.6	127.3	133.5	140.0	146.6	153.5	160.6	1,319.2
Sponsorship income		0.2	0.2	0.2	0.2	0.9	0.2	0.3	0.3	0.3	0.3	0.3	2.5
Venue / facility income		16.5	17.0	17.5	18.7	69.6	19.2	19.8	20.4	21.0	21.6	22.3	193.9
Work zone		13.4	13.9	14.3	14.7	56.3	15.1	15.6	16.1	16.5	17.0	17.5	154.2
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	18.8
Operating Income		776.4	794.2	815.2	845.2	3,231.0	879.9	914.4	952.0	992.8	1,028.2	1,069.3	9,067.6
Operating Expenditure													
Salaries and wages		269.6	279.7	289.5	300.6	1,139.3	311.0	321.8	333.1	344.7	356.8	368.3	3,175.1
Other employee related costs		2.0	2.0	2.1	2.2	8.3	2.2	2.3	2.4	2.4	2.5	2.6	22.7
Employee on-costs		8.8	9.3	9.6	9.9	37.6	10.3	10.6	11.0	11.4	11.8	12.2	104.9
Agency contract staff		13.0	11.1	11.3	12.2	47.7	12.7	15.3	13.6	14.1	14.6	15.1	133.3
Superannuation		35.1	36.7	38.0	39.4	149.2	40.8	42.2	43.7	45.2	46.8	48.3	416.1
Travelling		0.3	0.3	0.3	0.3	1.1	0.3	0.3	0.3	0.3	0.3	0.3	3.0
Workers compensation insurance		9.4	9.7	10.1	10.5	39.8	10.9	11.3	11.7	12.1	12.5	13.0	111.2
Fringe benefit tax		0.6	0.6	0.6	0.6	2.3	0.6	0.6	0.7	0.7	0.7	0.7	6.3
Training costs (excluding salaries)		1.6	1.6	1.7	1.7	6.7	1.8	1.8	1.9	2.0	2.0	2.1	18.2
Employee benefits and on-costs		340.3	351.1	363.1	377.5	1,432.0	390.6	406.4	418.4	433.0	448.1	462.6	3,991.0

City of Sydney

Detailed Income and Expenditure

	\$'M	2026/27	2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	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		4.8	4.4	4.3	4.2	17.7	4.3	4.4	4.5	4.7	4.8	5.0	45.4
Enforcement and infringement costs		7.6	7.9	8.1	8.3	31.9	8.6	8.8	9.1	9.4	9.7	10.0	87.5
Event related expenditure		14.9	15.4	15.5	15.9	61.7	16.4	16.9	17.4	18.0	18.5	19.0	168.0
Expenditure recovered		(5.7)	(5.6)	(5.5)	(5.6)	(22.4)	(5.8)	(6.1)	(6.3)	(6.5)	(6.7)	(7.0)	(60.9)
Facility management		13.7	14.1	14.5	14.9	57.1	15.4	15.8	16.3	16.8	17.3	17.8	156.6
General advertising		0.8	0.8	0.9	0.9	3.4	0.9	0.9	1.0	1.0	1.0	1.1	9.2
Governance		2.2	2.2	4.3	2.4	11.0	2.4	2.5	5.1	2.7	2.7	2.8	29.3
Government authority charges		10.0	10.3	10.6	10.9	41.8	11.3	11.6	11.9	12.3	12.7	13.0	114.6
Grants, sponsorships and donations		33.2	27.6	27.4	26.7	115.0	27.0	27.3	27.7	28.0	30.4	31.6	287.1
Infrastructure maintenance		69.8	73.9	74.5	77.1	295.2	79.9	82.3	84.9	87.8	90.8	94.5	815.6
Insurance		5.4	5.7	5.9	6.2	23.2	6.6	7.0	7.5	7.9	8.4	8.9	69.5
IT related expenditure		19.9	20.4	21.2	22.5	84.0	23.4	24.2	25.2	27.1	27.6	30.0	241.6
Legal fees		4.4	4.6	4.7	4.8	18.5	5.0	5.1	5.3	5.5	5.6	5.8	50.8
Operational contingencies		3.0	3.0	3.0	3.0	12.0	3.0	3.0	3.0	3.0	3.0	3.0	30.0
Other asset maintenance		3.5	3.6	3.7	3.9	14.8	4.0	4.1	4.2	4.3	4.5	4.6	40.5
Other operating expenditure		12.5	17.8	13.0	13.3	56.6	13.7	14.2	14.6	15.0	15.5	15.9	145.6
Postage and couriers		1.8	1.9	1.9	2.0	7.7	2.1	2.1	2.2	2.3	2.3	2.4	21.0
Printing and stationery		1.4	1.4	1.5	1.5	5.8	1.6	1.6	1.7	1.7	1.8	1.8	15.9
Project management and other project costs		1.3	1.3	1.4	1.4	5.3	1.4	1.5	1.5	1.6	1.6	1.7	14.6
Property related expenditure		40.7	40.4	40.0	41.2	162.3	42.4	43.7	45.0	47.2	48.9	50.3	439.7
Service contracts		28.8	29.7	34.2	35.4	128.1	36.7	38.0	39.4	41.5	43.1	44.5	371.3
Stores and materials		5.3	5.4	5.6	5.7	22.0	5.9	6.1	6.3	6.5	6.7	6.9	60.3
Surveys and studies		1.5	1.3	1.3	1.5	5.6	1.5	1.6	1.6	1.7	1.7	1.8	15.4
Telephone charges		2.8	2.9	3.0	3.1	11.7	3.2	3.2	3.3	3.4	3.5	3.7	32.1
Utilities		14.0	14.3	14.2	14.6	57.2	15.1	15.5	16.0	16.5	17.0	17.5	154.7
Vehicle maintenance		3.3	3.4	3.5	3.6	13.9	3.7	3.8	4.0	4.1	4.2	4.3	38.0
Waste disposal charges		27.9	28.9	31.5	32.7	121.0	33.9	35.2	36.5	37.8	39.3	40.7	344.3
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	18.8
Other Operating Expenditure		330.9	339.0	346.2	354.3	1,370.3	365.7	376.8	391.1	403.4	418.1	434.0	3,759.5
Operating Expenditure (excluding depreciation)		671.1	690.0	709.3	731.8	2,802.3	756.3	783.3	809.5	836.4	866.1	896.6	7,750.5
Operating Result (before depreciation, interest, capital related costs and income)		105.3	104.2	105.9	113.4	428.7	123.6	131.1	142.5	156.4	162.0	172.7	1,317.1

City of Sydney

Detailed Income and Expenditure

	\$'M	2026/27	2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total
Add Additional Income:													
Interest and investment income		35.2	28.6	23.3	17.1	104.3	12.3	9.9	8.6	7.3	7.4	6.9	156.8
Grants and contributions provided for capital purposes		94.0	103.4	68.3	72.0	337.7	73.0	73.7	76.9	78.1	81.3	82.5	803.3
Less Additional Expenses:													
Capital project related costs		6.0	6.9	7.1	7.3	27.4	7.5	7.7	7.9	10.9	11.6	11.9	84.9
Depreciation and amortisation expense		132.8	131.0	129.5	130.2	523.4	136.0	140.3	140.8	146.1	151.4	159.6	1,397.7
Impact of extraordinary items:													
Non-cash accounting adjustment		0.0	0.0	(184.8)	0.0	(184.8)	0.0	0.0	0.0	0.0	0.0	0.0	(184.8)
Net Operating Result for the year attributed to Council		95.7	98.3	(123.8)	65.1	135.3	65.3	66.7	79.2	84.9	87.8	90.6	609.9

City of Sydney

Operating Budget

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

	2026/27				2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	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	11.8	(11.8)	(12.2)	(14.6)	(12.9)	(51.5)	(13.3)	(13.7)	(16.6)	(14.5)	(15.0)	(15.4)	(140.0)
Office of the Lord Mayor		0.0	4.7	(4.7)	(4.9)	(5.0)	(5.2)	(19.8)	(5.3)	(5.5)	(5.6)	(5.8)	(6.0)	(6.2)	(54.2)
Secretariat		0.0	2.1	(2.1)	(2.2)	(2.3)	(2.3)	(8.9)	(2.4)	(2.5)	(2.5)	(2.6)	(2.7)	(2.8)	(24.4)
Councillor Support		0.0	3.2	(3.2)	(3.3)	(3.4)	(3.5)	(13.3)	(3.6)	(3.7)	(3.8)	(3.9)	(4.0)	(4.2)	(36.5)
Chief Executive Office		0.0	1.8	(1.8)	(1.8)	(1.9)	(1.9)	(7.4)	(2.0)	(2.1)	(2.1)	(2.2)	(2.2)	(2.3)	(20.3)
Council Elections		0.0	0.0	(0.0)	(0.0)	(2.0)	(0.0)	(2.0)	(0.0)	(0.0)	(2.5)	(0.0)	(0.0)	(0.0)	(4.6)
Legal & Governance		0.0	13.9	(13.9)	(14.4)	(14.9)	(15.5)	(58.7)	(16.0)	(16.6)	(17.2)	(17.8)	(18.5)	(19.2)	(164.0)
Risk Management & Governance		0.0	4.8	(4.8)	(5.0)	(5.3)	(5.5)	(20.7)	(5.8)	(6.1)	(6.3)	(6.6)	(7.0)	(7.3)	(59.8)
Legal Services		0.0	8.2	(8.2)	(8.5)	(8.7)	(9.0)	(34.4)	(9.2)	(9.5)	(9.8)	(10.1)	(10.4)	(10.7)	(94.1)
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)
Chief Operations Office		96.3	91.4	4.9	(6.1)	(8.3)	(7.5)	(17.0)	(8.0)	(9.4)	(9.2)	(6.3)	(10.4)	(9.7)	(70.0)
Chief Operations Office		0.0	0.8	(0.8)	(0.9)	(0.9)	(0.9)	(3.5)	(0.9)	(1.0)	(1.0)	(1.0)	(1.1)	(1.1)	(9.6)
Property Services		96.2	70.1	26.1	17.0	14.0	15.1	72.3	15.2	14.5	15.4	19.0	15.6	17.0	169.0
Project Development and Delivery		0.0	3.6	(3.6)	(5.0)	(3.7)	(3.5)	(15.8)	(3.6)	(3.7)	(3.9)	(4.0)	(4.1)	(4.2)	(39.3)
Professional Services		0.0	5.6	(5.6)	(5.8)	(5.9)	(6.0)	(23.2)	(6.1)	(6.3)	(6.4)	(6.6)	(6.7)	(6.9)	(62.3)
City Design		0.0	6.3	(6.3)	(6.5)	(6.7)	(6.9)	(26.5)	(7.1)	(7.3)	(7.5)	(7.8)	(8.0)	(8.2)	(72.5)
Green Square		0.0	0.7	(0.7)	(0.8)	(0.8)	(0.8)	(3.1)	(0.8)	(0.8)	(0.9)	(0.9)	(0.9)	(0.9)	(8.4)
City Access & Transport		0.1	3.8	(3.7)	(3.8)	(3.9)	(4.0)	(15.4)	(4.2)	(4.3)	(4.4)	(4.5)	(4.7)	(4.8)	(42.3)
Project Management Office		0.0	0.4	(0.4)	(0.4)	(0.4)	(0.4)	(1.7)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(4.7)
People Performance & Technology		4.0	64.8	(60.8)	(62.9)	(65.0)	(67.6)	(256.3)	(69.9)	(72.1)	(74.6)	(77.4)	(79.8)	(82.2)	(712.3)
Customer Service		3.9	8.9	(5.0)	(5.2)	(5.3)	(5.5)	(20.9)	(5.6)	(5.8)	(6.0)	(6.2)	(6.4)	(6.6)	(57.5)
People & Culture		0.0	10.4	(10.4)	(10.5)	(10.8)	(11.1)	(42.8)	(11.5)	(11.8)	(12.2)	(12.5)	(12.9)	(13.3)	(116.9)
Work Health & Safety		0.0	3.2	(3.2)	(3.5)	(3.6)	(3.7)	(13.9)	(3.8)	(3.9)	(4.0)	(4.1)	(4.3)	(4.4)	(38.4)
People Performance & Technology		0.0	0.9	(0.9)	(0.9)	(1.0)	(1.0)	(3.8)	(1.0)	(1.0)	(1.1)	(1.1)	(1.2)	(1.2)	(10.4)
Business & Service Improvement		0.0	1.3	(1.3)	(1.3)	(1.4)	(1.4)	(5.4)	(1.5)	(1.5)	(1.5)	(1.6)	(1.6)	(1.7)	(14.8)
Digital & Information Services		0.0	40.1	(40.0)	(41.5)	(43.0)	(44.9)	(169.4)	(46.5)	(48.1)	(49.8)	(51.9)	(53.5)	(55.1)	(474.4)
City Life		26.3	119.0	(92.8)	(88.9)	(89.6)	(90.5)	(361.8)	(92.8)	(95.1)	(97.6)	(100.0)	(104.6)	(108.2)	(960.0)
Creative City		1.2	39.0	(37.8)	(38.9)	(39.3)	(40.3)	(156.3)	(41.5)	(42.8)	(44.1)	(45.4)	(46.8)	(48.2)	(425.1)
Grants		0.1	33.0	(32.8)	(27.3)	(27.2)	(26.5)	(113.8)	(26.8)	(27.2)	(27.6)	(28.0)	(30.3)	(31.7)	(285.4)
Venue Management		15.2	12.7	2.4	2.5	2.7	2.7	10.4	2.8	2.9	2.9	3.0	3.1	3.2	28.2
Social City		9.7	25.6	(15.9)	(16.2)	(16.7)	(17.2)	(66.0)	(17.7)	(18.2)	(18.7)	(19.2)	(19.8)	(20.4)	(179.9)
City Economy & Safety		0.0	3.9	(3.9)	(3.8)	(3.9)	(3.8)	(15.3)	(3.9)	(4.0)	(4.1)	(4.3)	(4.4)	(4.5)	(40.6)
City Life Management		0.0	2.4	(2.4)	(2.5)	(2.5)	(2.6)	(10.0)	(2.7)	(2.8)	(2.9)	(2.9)	(3.0)	(3.1)	(27.5)
Sustainable & Resilient City		0.1	2.5	(2.4)	(2.7)	(2.8)	(2.8)	(10.7)	(2.9)	(3.0)	(3.1)	(3.2)	(3.3)	(3.4)	(29.7)
Strategic Development & Engagement		0.7	24.7	(24.0)	(22.5)	(23.1)	(23.9)	(93.4)	(24.6)	(27.6)	(26.2)	(27.0)	(27.9)	(28.7)	(255.5)
City Communications		0.0	10.6	(10.6)	(10.9)	(11.2)	(11.6)	(44.3)	(11.9)	(12.3)	(12.6)	(13.0)	(13.4)	(13.8)	(121.4)
Strategy & Urban Analytics		0.0	6.5	(6.5)	(4.5)	(4.4)	(4.7)	(20.0)	(4.8)	(7.2)	(5.2)	(5.3)	(5.5)	(5.7)	(53.7)
Resilient Sydney		0.7	1.3	(0.6)	(0.6)	(0.7)	(0.7)	(2.5)	(0.7)	(0.8)	(0.8)	(0.9)	(0.9)	(1.0)	(7.7)
City Engagement		0.0	2.4	(2.4)	(2.5)	(2.6)	(2.7)	(10.2)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(3.2)	(28.0)

City of Sydney

Operating Budget

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

	2026/27				2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total
	\$M	Income	Expenditure	Op Surplus / (Deficit)	Operating Surplus / (Deficit)			Op Surplus / (Deficit)	Operating Surplus / (Deficit)						Op Surplus / (Deficit)
Sustainability & Resilience		0.0	1.9	(1.9)	(2.0)	(2.0)	(2.1)	(8.0)	(2.2)	(2.2)	(2.3)	(2.4)	(2.4)	(2.5)	(22.0)
First Nations Leadership		0.0	1.5	(1.5)	(1.5)	(1.6)	(1.6)	(6.1)	(1.6)	(1.7)	(1.7)	(1.8)	(1.9)	(1.9)	(16.8)
Strategic Development & Engagement		0.0	0.5	(0.5)	(0.5)	(0.5)	(0.6)	(2.2)	(0.6)	(0.6)	(0.6)	(0.6)	(0.7)	(0.7)	(5.9)
Corporate Costs		473.0	18.6	454.4	467.7	487.5	503.1	1,912.7	526.3	549.6	573.7	595.7	620.8	644.5	5,423.3
Finance and Procurement		0.7	14.5	(13.7)	(13.9)	(14.3)	(14.7)	(56.7)	(15.1)	(15.6)	(16.1)	(16.5)	(17.0)	(17.2)	(154.3)
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	1.5	(1.5)	(1.5)	(1.6)	(1.6)	(6.2)	(1.7)	(1.7)	(1.8)	(1.8)	(1.9)	(1.9)	(16.9)
Financial Planning & Reporting		0.0	4.1	(4.1)	(4.3)	(4.4)	(4.5)	(17.3)	(4.7)	(4.8)	(4.9)	(5.1)	(5.2)	(5.4)	(47.4)
Revenue and Payments		0.7	3.7	(3.0)	(2.9)	(3.0)	(3.1)	(12.0)	(3.2)	(3.3)	(3.4)	(3.5)	(3.6)	(3.7)	(32.5)
Procurement		0.0	3.8	(3.8)	(3.8)	(3.9)	(4.0)	(15.4)	(4.1)	(4.2)	(4.3)	(4.5)	(4.6)	(4.4)	(41.5)
City Services		154.1	265.8	(111.7)	(115.6)	(123.9)	(128.4)	(479.6)	(133.3)	(137.8)	(142.3)	(147.2)	(152.4)	(156.9)	(1,349.4)
Security & Emergency Management		0.0	7.0	(7.0)	(7.2)	(7.4)	(7.6)	(29.2)	(7.9)	(8.1)	(8.4)	(8.6)	(8.9)	(9.1)	(80.2)
City Rangers		42.7	29.5	13.2	13.5	13.8	14.2	54.7	14.6	15.1	15.5	15.9	16.4	16.9	149.1
Parking Fleet and Depot Services		62.0	20.2	41.8	43.0	44.3	45.6	174.6	47.0	48.4	50.1	51.6	53.1	54.7	479.5
City Greening & Leisure		3.8	57.4	(53.6)	(54.8)	(56.4)	(58.1)	(222.9)	(60.3)	(62.1)	(64.1)	(66.1)	(68.2)	(69.6)	(613.4)
City Services Management		0.0	1.0	(1.0)	(1.0)	(1.0)	(1.0)	(4.0)	(1.1)	(1.1)	(1.1)	(1.2)	(1.2)	(1.2)	(11.0)
Infrastructure Services		45.2	60.4	(15.2)	(16.2)	(17.0)	(17.8)	(66.2)	(18.4)	(18.9)	(19.5)	(20.0)	(20.7)	(21.3)	(184.9)
City Cleansing & Resource Recovery		0.4	90.3	(89.9)	(92.9)	(100.2)	(103.7)	(386.7)	(107.3)	(111.0)	(114.8)	(118.8)	(122.9)	(127.2)	(1,088.6)
City Planning Development & Transport		21.4	46.6	(25.3)	(27.1)	(27.9)	(28.8)	(109.1)	(29.6)	(30.5)	(31.4)	(32.3)	(33.3)	(34.3)	(300.5)
Health & Building		2.9	16.7	(13.8)	(14.2)	(14.6)	(15.1)	(57.8)	(15.5)	(16.0)	(16.5)	(17.0)	(17.5)	(18.0)	(158.2)
Construction & Building Certification Services		11.8	3.6	8.2	7.3	7.5	7.7	30.6	7.9	8.2	8.4	8.7	8.9	9.2	82.0
Planning Assessments		6.1	19.8	(13.8)	(14.1)	(14.5)	(14.9)	(57.3)	(15.4)	(15.8)	(16.3)	(16.8)	(17.3)	(17.8)	(156.7)
Strategic Planning & Urban Design		0.6	6.5	(5.9)	(6.1)	(6.3)	(6.4)	(24.7)	(6.6)	(6.8)	(7.0)	(7.3)	(7.5)	(7.7)	(67.6)
Council		776.4	671.1	105.3	104.2	105.9	113.4	428.7	123.6	131.1	142.5	156.4	162.0	172.7	1,317.1

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 2026/27) to better reflect the allocation of Council funds towards these major directions.

	2026/27				2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	Income	Expenditure	Op surplus / (deficit)	Capital	Operating surplus / (deficit)								
Responsible governance and stewardship	568.3	216.5	351.8	61.2	356.5	367.1	381.3	400.1	418.2	436.0	458.9	475.9	496.4
A leading environmental performer	1.2	107.8	(106.6)	32.6	(110.3)	(118.2)	(122.2)	(126.3)	(130.6)	(135.0)	(139.5)	(144.3)	(149.2)
Public places for all	48.8	110.6	(61.8)	122.7	(63.7)	(65.9)	(68.2)	(70.7)	(72.9)	(75.2)	(77.4)	(80.0)	(81.7)
Design excellence and sustainable development	21.4	54.5	(33.1)		(36.4)	(36.0)	(36.7)	(37.8)	(38.9)	(40.0)	(41.2)	(42.4)	(43.6)
A city for walking, cycling and public transport	64.7	16.2	48.5	40.3	49.9	51.4	53.0	54.6	56.2	58.1	59.9	61.7	63.5
An equitable and inclusive city	7.9	52.6	(44.6)	1.3	(45.0)	(45.7)	(47.1)	(48.4)	(49.7)	(51.2)	(52.6)	(54.1)	(55.6)
Resilient and diverse communities	60.4	60.1	0.3	8.8	0.2	0.1	0.0	(0.0)	(0.1)	(0.2)	(0.2)	(0.3)	(0.4)
A thriving cultural and creative life	3.5	15.6	(12.1)	6.3	(11.2)	(11.1)	(11.2)	(11.4)	(11.5)	(11.7)	(11.8)	(12.0)	(12.2)
A transformed and innovative economy	0.2	31.8	(31.7)	0.0	(30.4)	(30.4)	(31.0)	(31.9)	(35.1)	(33.8)	(34.8)	(35.8)	(36.8)
Housing for all	0.0	5.4	(5.4)		(5.5)	(5.5)	(4.5)	(4.6)	(4.6)	(4.6)	(4.7)	(6.7)	(7.7)
Council	776.4	671.1	105.3	273.2	104.2	105.9	113.4	123.6	131.1	142.5	156.4	162.0	172.7

City of Sydney
Balance Sheet

	\$'M	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
ASSETS											
Current Assets											
Cash and Investments		656.0	597.9	490.0	356.7	267.5	258.1	251.5	262.3	260.1	230.3
Receivables		97.6	97.6	97.3	98.4	99.3	100.2	101.3	102.6	103.3	104.5
Contract and Contract Cost Assets		17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6
Inventory		0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Other Assets		11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7	11.7
Total Current Assets		783.3	725.2	617.0	484.8	396.5	387.9	382.4	394.6	393.1	364.5
Non Current Assets											
Capital Works, Infrastructure, Investment Properties and P&A		16,467.7	16,613.8	16,605.4	16,811.1	16,959.9	17,025.2	17,110.0	17,203.1	17,293.8	17,415.9
Total Non-Current Assets		16,467.7	16,613.8	16,605.4	16,811.1	16,959.9	17,025.2	17,110.0	17,203.1	17,293.8	17,415.9
TOTAL ASSETS		17,250.9	17,339.0	17,222.3	17,295.8	17,356.4	17,413.1	17,492.5	17,597.7	17,686.8	17,780.4
LIABILITIES											
Current Liabilities											
Payables		143.5	145.2	149.9	153.8	145.8	132.0	130.2	148.4	147.5	147.9
Provisions		166.7	154.8	157.2	161.8	165.0	168.8	170.7	172.8	175.1	177.6
Total Current Liabilities		310.2	300.0	307.1	315.5	310.8	300.7	300.9	321.2	322.6	325.5
Non Current Liabilities											
Provisions		35.1	35.1	35.1	35.1	35.1	35.1	35.1	35.1	35.1	35.1
Total Non-Current Liabilities		35.1	35.1	35.1	35.1	35.1	35.1	35.1	35.1	35.1	35.1
TOTAL LIABILITIES		345.3	335.1	342.2	350.6	345.9	335.8	336.0	356.3	357.7	360.6
EQUITY											
Equity		16,905.6	17,003.9	16,880.1	16,945.2	17,010.5	17,077.3	17,156.5	17,241.4	17,329.2	17,419.8
TOTAL EQUITY		16,905.6	17,003.9	16,880.1	16,945.2	17,010.5	17,077.3	17,156.5	17,241.4	17,329.2	17,419.8

City of Sydney
Capital Works Expenditure Summary

\$'M	Prior Years Total	2026/27	2027/28	2028/29	2029/30	4 Years Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total	Total Project Budget
Asset Enhancement														
Bicycle Related Works	62.6	20.1	8.2	5.9	5.5	39.8	3.0	1.6	1.5	2.2	2.8	3.0	53.9	116.5
Green Infrastructure	19.1	6.5	4.5	3.2	4.5	18.7	0.6	0.7	1.8	1.9	0.6	0.6	24.9	44.0
Open Space & Parks	90.1	7.3	10.2	41.2	46.9	105.5	45.7	19.5	4.0	10.6	14.4	12.3	212.2	302.3
Properties - Community, Cultural and Recreational	76.1	9.3	15.5	0.5	0.5	25.8	2.5	2.0	7.5	11.0	15.4	13.5	77.7	153.8
Properties - Investment and Operational	2.4	3.0	3.0	2.8	3.0	11.7	3.0	3.0	9.0	8.0	8.0	8.0	50.7	53.1
Public Art	7.5	2.1	3.4	1.7	2.1	9.2	1.7	2.0	1.0	1.9	1.7	1.8	19.1	26.7
Public Domain	183.7	41.9	60.7	84.9	63.9	251.3	30.5	6.7	6.1	13.5	19.9	17.1	345.1	528.8
Stormwater Drainage	4.6	4.7	3.7	3.9	3.8	16.1	3.5	3.1	3.6	2.0	2.0	2.0	32.3	36.9
Asset Enhancement Projects Total	446.2	94.8	109.2	144.0	130.1	478.1	90.6	38.6	34.5	51.1	64.7	58.3	815.9	1,262.1
Asset Renewal (Rolling Programs)														
Infrastructure - Roads Bridges Footways		25.4	24.2	22.1	19.4	91.1	19.5	18.2	17.3	24.8	25.8	26.8	223.5	223.5
Open Space & Parks		46.3	43.7	39.3	37.6	166.9	29.1	23.0	23.7	46.0	38.9	34.8	362.4	362.4
Properties Assets		55.0	47.9	47.4	84.4	234.8	87.7	54.0	46.0	54.0	47.6	37.8	561.8	561.8
Public Art		2.6	0.8	0.7	0.5	4.6	0.6	0.4	0.6	0.4	0.8	0.7	8.0	8.0
Public Domain		35.5	42.0	28.3	21.9	127.7	14.4	14.3	11.7	16.2	12.4	11.9	208.5	208.5
Stormwater Drainage		5.6	7.0	7.1	7.1	26.8	7.0	7.0	7.0	9.9	9.9	10.2	78.0	78.0
Asset Renewal Programs Total		170.4	165.6	144.8	171.0	651.8	158.4	116.9	106.3	151.3	135.4	122.2	1,442.3	1,442.3
Capital Works Contingency		8.0				8.0							8.0	8.0
TOTAL CAPITAL WORKS	446.2	273.2	274.7	288.8	301.1	1,137.9	249.0	155.6	140.8	202.4	200.1	180.5	2,266.2	2,712.4

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

City of Sydney
Capital Works Individual Projects > \$5M

\$M		Prior Years Total	2026/27	2027/28	2028/29	2029/30	4 Years Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total	Total Project Budget
Project Name	Project Group														
Huntley Street Recreation Centre - Development	Properties - Community, Cultural and Recreational - Asset Enhancement	25.8	6.8	0.0	0.0	0.0	6.8	0.0	0.0	0.0	0.0	0.0	0.0	6.8	32.6
Waterloo Estate Community Facilities	Properties - Community, Cultural and Recreational - Asset Enhancement	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.5	3.0	3.0	3.0	0.3	10.0	10.0
Oxford street west and Liverpool Street Cycleway	Bicycle Related Works - Asset Enhancement	18.2	0.5	0.0	0.0	0.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.5	18.7
Castlereagh Street Cycleway - North	Bicycle Related Works - Asset Enhancement	19.2	1.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	20.2
Primrose Avenue Quietway	Bicycle Related Works - Asset Enhancement	4.5	3.4	0.3	0.0	0.0	3.7	0.0	0.0	0.0	0.0	0.0	0.0	3.7	8.1
ODEA Avenue Cycleway	Bicycle Related Works - Asset Enhancement	0.8	4.2	0.0	0.0	0.0	4.2	0.0	0.0	0.0	0.0	0.0	0.0	4.2	5.0
Surry Hills to Central Cycleway	Bicycle Related Works - Asset Enhancement	0.9	2.6	1.6	0.0	0.0	4.2	0.0	0.0	0.0	0.0	0.0	0.0	4.2	5.1
City South Bike Network Link - Ultimo Rd and Campbell St	Bicycle Related Works - Asset Enhancement	2.1	3.5	2.0	1.0	0.0	6.5	0.0	0.0	0.0	0.0	0.0	0.0	6.5	8.6
South Eveleigh to Waterloo Metro Cycleway	Bicycle Related Works - Asset Enhancement	0.2	0.2	0.2	0.9	2.5	3.8	1.0	0.0	0.0	0.0	0.0	0.0	4.8	5.0
Maddox Street Cycleway Link, Alexandria	Bicycle Related Works - Asset Enhancement	0.0	0.2	0.5	3.4	2.0	6.1	0.0	0.0	0.0	0.0	0.0	0.0	6.1	6.1
Belmore Park	Open Space & Parks - Asset Renewal	0.5	2.4	6.5	5.7	3.7	18.3	0.0	0.0	0.0	0.0	0.0	0.0	18.3	18.9
Open Space Renewal - Hyde Park Lighting	Open Space & Parks - Asset Renewal	23.0	3.9	0.0	0.0	0.0	3.9	0.0	0.0	0.0	0.0	0.0	0.0	3.9	26.9
Parks General - Harry Noble Reserve	Open Space & Parks - Asset Renewal	1.1	4.9	0.0	0.0	0.0	4.9	0.0	0.0	0.0	0.0	0.0	0.0	4.9	6.0
Alexandria Park	Open Space & Parks - Asset Renewal	0.8	1.1	4.5	4.6	1.1	11.2	1.2	0.0	0.1	1.6	0.0	0.0	14.1	14.9
Redfern Community Centre - Open Space	Open Space & Parks - Asset Renewal	0.6	3.4	3.9	0.0	0.0	7.3	0.0	0.0	0.0	0.0	0.0	0.0	7.3	7.9
Ward Park	Open Space & Parks - Asset Renewal	0.6	4.2	1.2	0.4	0.0	5.9	0.0	0.0	0.0	0.0	0.0	0.0	5.9	6.4
Green Park	Open Space & Parks - Asset Renewal	0.7	3.8	0.5	0.0	0.0	4.3	0.0	0.0	0.0	0.0	0.0	0.0	4.3	5.0
Waterloo Oval and Park - Renewal	Open Space & Parks - Asset Renewal	0.2	0.3	1.1	3.0	8.0	12.3	2.0	0.0	0.0	0.0	0.0	0.0	14.3	14.5
Mount Carmel Park - Park Renewal	Open Space & Parks - Asset Renewal	0.0	0.4	0.4	1.9	2.3	4.9	2.3	0.4	0.0	0.0	0.0	0.0	7.6	7.6
Fitzroy Gardens Elizabeth Bay - Major Renewal Works	Open Space & Parks - Asset Renewal	0.1	1.0	3.7	2.8	1.4	8.9	0.0	0.0	0.0	0.0	0.0	0.0	8.9	9.0
South Sydney Rotary Park 1 2 and 3 - Major Renewal Works	Open Space & Parks - Asset Renewal	0.0	0.0	0.1	0.2	0.5	0.7	5.4	0.0	0.0	0.0	0.0	0.0	6.1	6.1
Wentworth Park - Major Renewal Works	Open Space & Parks - Asset Renewal	0.0	0.0	0.0	0.0	0.1	0.1	0.2	2.1	0.5	4.0	0.0	0.0	6.9	6.9
Erskineville Park Oval surround and sandstone walls- Renewal	Open Space & Parks - Asset Renewal	0.0	0.0	0.0	0.0	0.0	0.0	0.6	1.4	1.7	1.9	0.0	0.0	5.5	5.5

City of Sydney
Capital Works Individual Projects > \$5M

\$M		Prior Years Total	2026/27	2027/28	2028/29	2029/30	4 Years Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total	Total Project Budaet
Project Name	Project Group														
McElhone Stairs Pedestrian Lift	Public Domain - Asset Renewal	0.0	0.1	0.4	2.0	2.0	4.5	0.5	0.0	0.0	0.0	0.0	0.0	5.0	5.0
Cathedral Square - Civic Space Renewal	Public Domain - Asset Renewal	0.0	0.0	0.0	0.2	0.3	0.5	2.6	2.7	0.3	0.0	0.0	0.0	6.0	6.0
Customs House - Facade Upgrade stage 2	Properties Assets - Asset Renewal	0.7	0.0	0.0	0.0	0.0	0.0	0.2	4.0	3.4	1.3	0.0	0.0	8.8	9.6
Sydney Park Brick Kilns - Renewal Works	Properties Assets - Asset Renewal	15.9	15.5	6.3	0.0	0.0	21.8	0.0	0.0	0.0	0.0	0.0	0.0	21.8	37.7
Goulburn St Parking Station - Whole of structure remediation	Properties Assets - Asset Renewal	1.6	2.9	5.0	0.5	0.5	8.9	3.0	5.0	2.0	2.0	2.0	1.5	24.4	26.0
Bay Street East - Depot Redevelopment	Properties Assets - Asset Renewal	3.6	2.6	6.9	15.9	35.9	61.4	35.5	3.0	0.0	0.0	0.0	0.0	99.9	103.5
343 George St - Level 6-10 Base Building Renewal	Properties Assets - Asset Renewal	7.6	9.4	9.1	1.2	0.6	20.3	0.6	0.6	0.6	0.6	0.0	0.0	22.7	30.3
Paddington Town Hall - Major Renewal	Properties Assets - Asset Renewal	1.0	0.0	1.5	6.0	17.5	25.0	17.5	1.5	0.0	0.0	0.0	0.0	44.0	45.0
Customs House - Major Renewal	Properties Assets - Asset Renewal	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.5	4.5	4.0	10.0	10.0
Surry Hills Library - Major Renewal incl Façade	Properties Assets - Asset Renewal	0.0	0.0	0.0	0.0	0.3	0.3	0.5	2.5	1.5	0.3	0.0	0.0	5.0	5.0
Glebe Point Road Community Facilities Precinct/Major Renewal	Properties Assets - Asset Renewal	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	14.0	10.0	0.0	25.0	25.0
Cook and Phillip Park Pool (Whole of Building)-Major Renewal	Properties Assets - Asset Renewal	0.0	0.2	0.3	2.6	10.0	13.0	2.0	0.0	0.0	0.0	0.0	0.0	15.0	15.0
Victoria Park Pool (Whole of Building) - Major Renewal	Properties Assets - Asset Renewal	0.0	0.0	0.0	0.0	0.2	0.2	0.3	2.6	10.0	2.0	0.0	0.0	15.0	15.0
Erskineville Oval Grandstand & Amenities upgrade	Properties Assets - Asset Renewal	0.0	0.0	0.0	0.0	0.0	0.0	5.0	10.0	0.0	0.0	0.0	0.0	15.0	15.0
Surry Hills Library - 20 Year Renewal (Façade + Interiors)	Properties Assets - Asset Renewal	0.0	0.0	0.0	0.0	0.3	0.3	0.5	5.0	3.8	0.5	0.0	0.0	10.0	10.0

City of Sydney
Cash Flow Forecast

	\$M	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Cash from operations											
Rates and annual charges		466.3	484.2	507.5	527.0	552.6	578.4	605.2	632.5	661.0	690.1
Other operating income *		308.5	308.3	306.0	316.4	325.5	334.1	344.9	358.3	365.1	377.0
Operating Income		774.8	792.5	813.5	843.4	878.1	912.5	950.1	990.8	1,026.1	1,067.2
Employee benefits and on-costs		(340.3)	(351.1)	(363.1)	(377.5)	(390.6)	(406.4)	(418.4)	(433.0)	(448.1)	(462.6)
Other operating expenditure *		(329.2)	(337.3)	(344.5)	(352.5)	(363.9)	(374.9)	(389.2)	(401.4)	(416.0)	(431.8)
Operating Expenditure		(669.5)	(688.3)	(707.6)	(730.0)	(754.4)	(781.4)	(807.5)	(834.4)	(864.1)	(894.4)
Operating Surplus		105.3	104.2	105.9	113.4	123.6	131.1	142.5	156.4	162.0	172.7
Other Non Operating:											
Interest and investment income		35.2	28.6	23.3	17.1	12.3	9.9	8.6	7.3	7.4	6.9
Grants and contributions provided for capital purposes		94.0	103.4	68.3	72.0	73.0	73.7	76.9	78.1	81.3	82.5
Capital project related costs **		(6.0)	(6.9)	(7.1)	(7.3)	(7.5)	(7.7)	(7.9)	(10.9)	(11.6)	(11.9)
Depreciation and amortisation expense		(132.8)	(131.0)	(129.5)	(130.2)	(136.0)	(140.3)	(140.8)	(146.1)	(151.4)	(159.6)
Net Surplus/(Deficit)		95.7	98.3	61.0	65.1	65.3	66.7	79.2	84.9	87.8	90.6
Add Back:											
Depreciation and amortisation expense		132.8	131.0	129.5	130.2	136.0	140.3	140.8	146.1	151.4	159.6
Non-cash asset adjustments		0.0	0.9	1.1	1.3	1.5	1.7	1.9	4.9	5.6	5.9
Cash Surplus before Capital Expenditure		228.5	230.2	191.6	196.5	202.9	208.8	222.0	235.9	244.8	256.2
Capital Expenditure											
Capital works		(273.2)	(274.7)	(288.8)	(301.1)	(249.0)	(155.6)	(140.8)	(202.4)	(200.1)	(180.5)
Plant and asset acquisitions (net of disposals)		(18.0)	(19.2)	(18.5)	(16.7)	(18.5)	(37.8)	(31.3)	(39.5)	(19.6)	(22.2)
Capital works - Technology and Digital Services		(25.5)	(21.9)	(24.2)	(21.5)	(19.5)	(13.9)	(9.4)	(9.1)	(10.0)	(10.0)
Property (acquisitions) / divestments		(46.4)	37.7	24.7	2.2	0.7	0.0	(46.0)	7.0	(18.0)	(75.0)
Total Capital Expenditure		(363.1)	(278.2)	(306.8)	(337.2)	(286.4)	(207.3)	(227.6)	(244.0)	(247.7)	(287.7)
Net Receivables/Payables Movement		(10.4)	(10.2)	7.3	7.4	(5.7)	(10.9)	(0.9)	19.0	0.7	1.7
Cash Surplus/(Deficit)		(145.0)	(58.1)	(108.0)	(133.2)	(89.2)	(9.4)	(6.6)	10.8	(2.2)	(29.8)
Total Cash at Beginning of Period		801.0	656.0	597.9	490.0	356.7	267.5	258.1	251.5	262.3	260.1
Cash Surplus/(Deficit)		(145.0)	(58.1)	(108.0)	(133.2)	(89.2)	(9.4)	(6.6)	10.8	(2.2)	(29.8)
Total Cash at End of Period		656.0	597.9	490.0	356.7	267.5	258.1	251.5	262.3	260.1	230.3

* 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

City of Sydney

Plant and Asset acquisitions, disposals and Capital Works (Digital and Information 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 - 2026/27

	2026/27			Four years expenditure to 2029/30	Ten years expenditure to 2035/36
	Acquisitions	Disposals	Net Budget		
\$M					
Books & Library Resources	0.8	0.0	0.8		
Information Technology (Equipment)	2.6	0.0	2.6		
Vehicles and Plant	6.7	(1.0)	5.7		
Equipment, Furniture & Fittings and Miscellaneous	8.7	0.0	8.7		
Plant and asset acquisitions (net of disposals)	19.0	(1.0)	18.0	72.5	241.4
Capital Works (Digital and Information Services)	25.5	0.0	25.5	93.1	165.2

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 2026/27 from Parking Stations and \$130.8M 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.

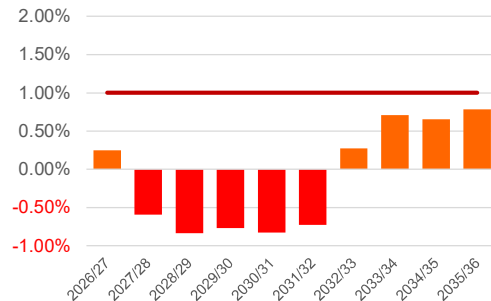
City of Sydney

OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS

The City's performance against the Office of Local Government's required performance measures is outlined below. The charts show past results and future projections based on the Long Term Financial Plan, asset maintenance and renewal needs per the Asset Management Plan, and the infrastructure backlog. Benchmarks are shown as red lines on each chart. The calculation methods set by the NSW Office of Local Government are included.

Sustainability Indicators

Operating Performance Ratio

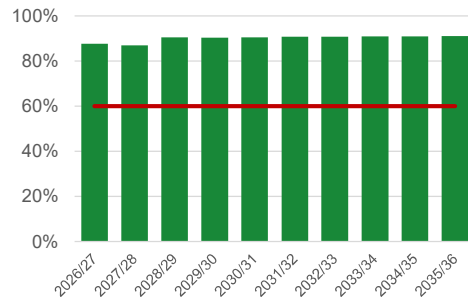


Operating Revenue (excluding Capital Grants & Contributions)
less **Operating Expenses**

Operating Revenue (excluding Capital Grants & Contributions)

The primary driver for the projected negative operating performance ratio result is a decline in several recurring revenue streams, including parking and enforcement income, hoarding and work zone fees, operating grants, and commercial property income associated with the Town Hall Square redevelopment. Expenditure does not decline at the same rate, reflecting the City's decision to maintain service levels while continuing to progress key strategic priorities.

Own Source Revenue



Total continuing operating revenue (excluding all grants and contributions)

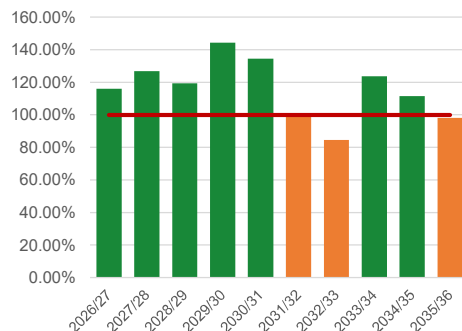
Total Operating Revenue

(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, 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

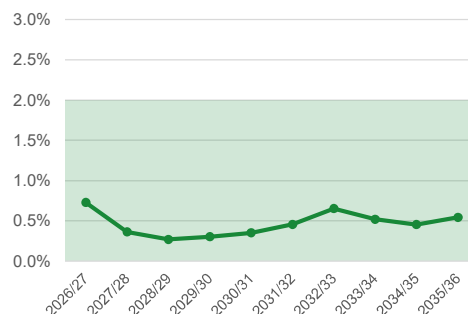
Required Renewal* of Building and Infrastructure Assets

The City's projected Asset Renewal Ratio is based on renewal requirements* identified in its Asset Management Plan, aligning investment with asset condition and lifecycle needs rather than relying solely on depreciation.

Renewal investment is expected to be at or near benchmark levels over the ten-year Long Term Financial Plan, with higher activity in the early years driven by strategic upgrades and end-of-life asset renewals. Lower ratios in later years reflect the non-linear timing of renewal works following periods of elevated investment and are not expected to adversely impact asset condition.

Infrastructure and Service Management Indicators

Infrastructure Backlog Ratio



Estimated Costs to Bring Assets to a Satisfactory Standard

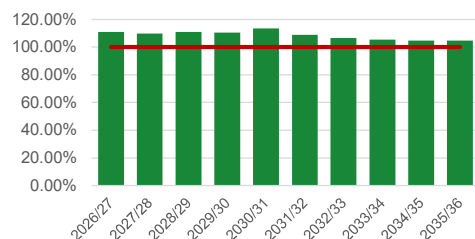
Written Down Value of Infrastructure

(incl roads and drainage assets), **Building, Other Structures and Depreciable Land Improvements Assets**

The City expects the Infrastructure Backlog Ratio to improve over time as targeted renewal works identified in the City's asset management plans are delivered. The City holds the view that the vast majority of its buildings and infrastructure are currently maintained at or above a satisfactory standard, and that the reported backlog reflects only those assets assessed as being below that threshold. Continued investment in planned renewal works, supported by regular condition assessments, will help ensure backlog levels remain appropriate, renewal priorities are well informed, and the City's infrastructure continues to support service delivery outcomes into the future.

Infrastructure and Service Management Indicators (continued)

Asset Maintenance Ratio



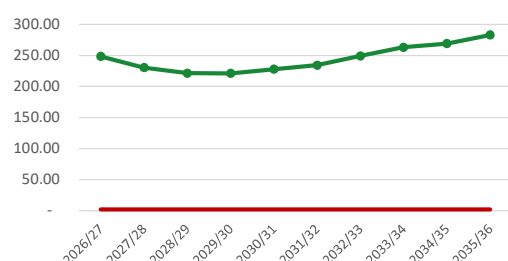
Actual Asset Maintenance

Required Asset Maintenance

Consistent with the City's Asset Management Plan, asset maintenance expenditure is forecast to remain at or near benchmark levels over the life of the Long Term Financial Plan, generally at least 95 per cent of required maintenance, which is within acceptable tolerance.

The ratio is slightly lower in the early years due to higher capital renewal activity, before increasing modestly as renewal eases in later years. Over time, maintenance expenditure is expected to grow in line with the expanding asset base, ensuring maintenance investment remains aligned with asset needs and supports the long-term sustainability of City assets.

Debt Service Ratio



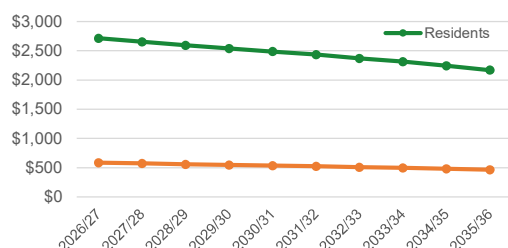
Principal Repayments (from Statement of Cash Flows) plus Borrowing Interest Costs (from the income statement)

Operating Results before Interest and Depreciation Expense (EBITDA)

The City's Long Term Financial Plan forecasts continued zero reliance on borrowings, reflecting strong historical financial management, operating surpluses, and accumulated cash reserves. The projected debt service ratio is primarily influenced by a leased library facility, which is treated as notional debt under AASB 16, including an imputed interest expense. Despite this, the City's results exceed the benchmark comfortably, demonstrating capacity to manage this obligation. The ten-year capital program can be delivered without external borrowings, although the City may consider debt or internal borrowings if circumstances change.

Efficiency Indicators

Real Operating Expenditure per capita



Real Operating Expenditure

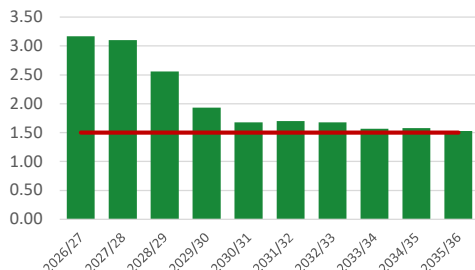
Residential Population of Local Government Area

A declining trend over time is in line with OLG requirements, and reflects the City's commitment to targeting efficiencies in service delivery. Whilst gross Operating Expenditure is forecast to increase over time, the residential population of the LGA is projected to grow more rapidly, representing a gradual decline in Real Operating Expenditure per capita.

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.

Supplementary Performance Indicators

Unrestricted Current Ratio



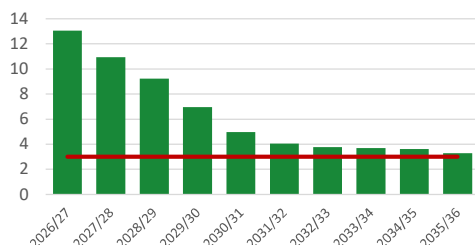
Current assets (excluding all external restrictions)

Current liabilities (less specific purpose liabilities)

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. A ratio of less than 1.5 is considered unsatisfactory.

Reductions in later years reflect the utilisation of cash balances in delivering major capital works initiatives.

Cash Expense Cover Ratio



Current year's cash and investments

Cash expenditure payments (operating and financing activities) x 12

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. Similar to the unrestricted current ratio, reductions in later years reflect the utilisation of cash balances in delivering strategic priorities and major capital works initiatives.

City of Sydney

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

	\$'M	2026/27	2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total
Income from Continuing Operations													
Rates and annual charges		465.6	483.5	506.8	526.2	1,982.2	551.8	577.6	604.4	631.7	660.1	689.3	5,697.2
User charges and fees		154.4	157.8	162.5	168.0	642.7	173.1	178.3	183.9	189.4	195.1	200.9	1,763.4
Interest and investment income		35.1	28.1	22.3	15.6	100.9	10.2	7.4	5.6	4.0	3.8	2.8	134.8
Other revenues		138.4	135.2	128.4	133.1	535.2	136.8	139.8	144.6	152.1	152.9	158.5	1,419.8
Grants and contributions provided for capital purposes		94.0	103.4	68.3	72.0	337.7	73.0	73.7	76.9	78.1	81.3	82.5	803.3
Grants and contributions provided for operating purposes		18.0	17.6	17.5	17.8	71.0	18.2	18.6	19.1	19.6	20.1	20.6	187.3
Total Income from Continuing Operations		905.5	925.7	905.8	932.8	3,669.7	963.1	995.5	1,034.5	1,074.9	1,113.3	1,154.6	10,005.6
Expenses from Continuing Operations													
Employee benefits and on-costs		343.5	357.8	370.1	384.8	1,456.3	398.1	414.3	426.4	441.3	456.7	471.5	4,064.6
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		262.6	278.5	283.2	290.7	1,115.1	300.5	309.9	322.4	335.7	346.9	360.1	3,090.6
Depreciation, amortisation and impairment		132.8	131.0	129.5	130.2	523.4	136.0	140.3	140.8	146.1	151.4	159.6	1,397.7
Other expenses		76.7	72.7	75.5	76.5	301.4	78.5	80.6	82.8	85.1	89.4	92.7	810.5
Total Expenses from Continuing Operations		815.7	840.1	1,043.0	882.1	3,580.9	913.1	945.0	972.5	1,008.1	1,044.4	1,084.0	9,548.1
Net operating result for the year attributable to Council		89.8	85.6	(137.2)	50.6	88.8	50.0	50.4	62.1	66.8	68.9	70.6	457.5

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 2026/27. 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 2026/27 and 2027/28. 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 \$73.6M Employee benefits and on costs and \$56.7 million higher Materials and Services costs. As a consequence, projected Interest Income is \$22.0 million lower. These factors combined unfavourably impact the City's net operating result by \$152.3 million 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	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Cash from operations											
Rates and annual charges		466.3	484.2	507.5	527.0	552.6	578.4	605.2	632.5	661.0	690.1
Other operating income *		308.5	308.3	306.0	316.4	325.5	334.1	344.9	358.3	365.1	377.0
Operating Income		774.8	792.5	813.5	843.4	878.1	912.5	950.1	990.8	1,026.1	1,067.2
Employee benefits and on-costs		(343.5)	(357.8)	(370.1)	(384.8)	(398.1)	(414.3)	(426.4)	(441.3)	(456.7)	(471.5)
Other operating expenditure *		(331.7)	(342.6)	(349.9)	(358.1)	(369.6)	(380.9)	(395.3)	(407.8)	(422.6)	(438.8)
Operating Expenditure		(675.3)	(700.4)	(720.0)	(742.9)	(767.7)	(795.1)	(821.8)	(849.2)	(879.4)	(910.3)
Operating Surplus		99.5	92.1	93.5	100.5	110.4	117.4	128.3	141.6	146.7	156.8
Other Non Operating:											
Interest and investment income		35.1	28.1	22.3	15.6	10.2	7.4	5.6	4.0	3.8	2.8
Grants and contributions provided for capital purposes		94.0	103.4	68.3	72.0	73.0	73.7	76.9	78.1	81.3	82.5
Capital project related costs **		(6.0)	(6.9)	(7.1)	(7.3)	(7.5)	(7.7)	(7.9)	(10.9)	(11.6)	(11.9)
Depreciation and amortisation expense		(132.8)	(131.0)	(129.5)	(130.2)	(136.0)	(140.3)	(140.8)	(146.1)	(151.4)	(159.6)
Net Surplus/(Deficit)		89.8	85.6	47.5	50.6	50.0	50.4	62.1	66.8	68.9	70.6
Add Back:											
Depreciation and amortisation expense		132.8	131.0	129.5	130.2	136.0	140.3	140.8	146.1	151.4	159.6
Non-cash asset adjustments		0.0	0.9	1.1	1.3	1.5	1.7	1.9	4.9	5.6	5.9
Cash Surplus before Capital Expenditure		222.5	217.6	178.1	182.1	187.5	192.5	204.8	217.8	225.9	236.1
Capital Expenditure											
Capital works		(273.2)	(274.7)	(288.8)	(301.1)	(249.0)	(155.6)	(140.8)	(202.4)	(200.1)	(180.5)
Plant and asset acquisitions (net of disposals)		(18.0)	(19.2)	(18.5)	(16.7)	(18.5)	(37.8)	(31.3)	(39.5)	(19.6)	(22.2)
Capital Works (Technology and Digital Services)		(25.5)	(21.9)	(24.2)	(21.5)	(19.5)	(13.9)	(9.4)	(9.1)	(10.0)	(10.0)
Property (acquisitions) / divestments		(46.4)	37.7	24.7	2.2	0.7	0.0	(46.0)	7.0	(18.0)	(75.0)
Total Capital Expenditure		(363.1)	(278.2)	(306.8)	(337.2)	(286.4)	(207.3)	(227.6)	(244.0)	(247.7)	(287.7)
Net Receivables/Payables Movement		(9.9)	(9.7)	7.3	7.4	(5.6)	(10.9)	(0.9)	19.0	0.7	1.7
Cash Surplus/(Deficit)		(150.5)	(70.3)	(121.4)	(147.6)	(104.5)	(25.7)	(23.7)	(7.2)	(21.1)	(49.8)
Total Cash at Beginning of Period		801.0	650.5	580.3	458.8	311.2	206.7	181.0	157.3	150.0	129.0
Cash Surplus/(Deficit)		(150.5)	(70.3)	(121.4)	(147.6)	(104.5)	(25.7)	(23.7)	(7.2)	(21.1)	(49.8)
Total Cash at End of Period		650.5	580.3	458.8	311.2	206.7	181.0	157.3	150.0	129.0	79.2

* 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	2026/27	2027/28	2028/29	2029/30	4 Year Total	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	10 Year Total
Income from Continuing Operations													
Rates and annual charges		465.6	483.5	506.8	526.2	1,982.2	551.8	577.6	604.4	631.7	660.1	689.3	5,697.2
User charges and fees		154.4	157.8	162.5	168.0	642.7	173.1	178.3	183.9	189.4	195.1	200.9	1,763.4
Interest and investment income		34.9	27.6	21.8	15.0	99.3	9.6	6.8	5.0	3.4	3.3	2.2	129.5
Other revenues		138.4	135.2	128.4	133.1	535.2	136.8	139.8	144.6	152.1	152.9	158.5	1,419.8
Grants and contributions provided for capital purposes		80.2	89.4	55.8	58.0	283.4	58.7	59.2	62.0	62.9	65.8	66.8	658.9
Grants and contributions provided for operating purposes		18.0	17.6	17.5	17.8	71.0	18.2	18.6	19.1	19.6	20.1	20.6	187.3
Total Income from Continuing Operations		891.5	911.2	892.8	918.2	3,613.7	948.2	980.3	1,019.1	1,059.2	1,097.3	1,138.2	9,856.0
Expenses from Continuing Operations													
Employee benefits and on-costs		340.3	351.1	363.1	377.5	1,432.0	390.6	406.4	418.4	433.0	448.1	462.6	3,991.0
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		260.1	273.2	277.8	285.1	1,096.3	294.7	303.9	316.2	329.2	340.3	353.2	3,033.9
Depreciation, amortisation and impairment		132.8	131.0	129.5	130.2	523.4	136.0	140.3	140.8	146.1	151.4	159.6	1,397.7
Other expenses		76.7	72.7	75.5	76.5	301.4	78.5	80.6	82.8	85.1	89.4	92.7	810.5
Total Expenses from Continuing Operations		809.9	828.0	1,030.6	869.3	3,537.8	899.8	931.3	958.3	993.3	1,029.1	1,068.1	9,417.8
Net operating result for the year attributable to Council		81.6	83.2	(137.9)	48.9	75.9	48.4	49.0	60.8	65.8	68.2	70.1	438.3

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. This may eventuate if prolonged inflation and recessionary pressures suppress development activity. Developer Contributions are sensitive to demand, construction costs, interest rates and finance availability, potentially delaying projects, reducing receipts and creating funding gaps, given contributions are collected in recoupment.

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 \$144.4 million lower developer contributions with a consequential reduction in interest income of \$27.3 million, which leads to a net operating result attributable to Council that is \$171.6 million 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	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Cash from operations											
Rates and annual charges		466.3	484.2	507.5	527.0	552.6	578.4	605.2	632.5	661.0	690.1
Other operating income *		308.5	308.3	306.0	316.4	325.5	334.1	344.9	358.3	365.1	377.0
Operating Income		774.8	792.5	813.5	843.4	878.1	912.5	950.1	990.8	1,026.1	1,067.2
Employee benefits and on-costs		(340.3)	(351.1)	(363.1)	(377.5)	(390.6)	(406.4)	(418.4)	(433.0)	(448.1)	(462.6)
Other operating expenditure *		(329.2)	(337.3)	(344.5)	(352.5)	(363.9)	(374.9)	(389.2)	(401.4)	(416.0)	(431.8)
Operating Expenditure		(669.5)	(688.3)	(707.6)	(730.0)	(754.4)	(781.4)	(807.5)	(834.4)	(864.1)	(894.4)
Operating Surplus		105.3	104.2	105.9	113.4	123.6	131.1	142.5	156.4	162.0	172.7
Other Non Operating:											
Interest and investment income		34.9	27.6	21.8	15.0	9.6	6.8	5.0	3.4	3.3	2.2
Grants and contributions provided for capital purposes		80.2	89.4	55.8	58.0	58.7	59.2	62.0	62.9	65.8	66.8
Capital project related costs **		(6.0)	(6.9)	(7.1)	(7.3)	(7.5)	(7.7)	(7.9)	(10.9)	(11.6)	(11.9)
Depreciation and amortisation expense		(132.8)	(131.0)	(129.5)	(130.2)	(136.0)	(140.3)	(140.8)	(146.1)	(151.4)	(159.6)
Net Surplus/(Deficit)		81.6	83.2	46.9	48.9	48.4	49.0	60.8	65.8	68.2	70.1
Add Back:											
Depreciation and amortisation expense		132.8	131.0	129.5	130.2	136.0	140.3	140.8	146.1	151.4	159.6
Non-cash asset adjustments		0.0	0.9	1.1	1.3	1.5	1.7	1.9	4.9	5.6	5.9
Cash Surplus before Capital Expenditure		214.4	215.2	177.5	180.4	185.9	191.1	203.6	216.8	225.1	235.7
Capital Expenditure											
Capital works		(273.2)	(274.7)	(288.8)	(301.1)	(249.0)	(155.6)	(140.8)	(202.4)	(200.1)	(180.5)
Plant and asset acquisitions (net of disposals)		(18.0)	(19.2)	(18.5)	(16.7)	(18.5)	(37.8)	(31.3)	(39.5)	(19.6)	(22.2)
Capital Works (Technology and Digital Services)		(25.5)	(21.9)	(24.2)	(21.5)	(19.5)	(13.9)	(9.4)	(9.1)	(10.0)	(10.0)
Property (acquisitions) / divestments		(46.4)	37.7	24.7	2.2	0.7	0.0	(46.0)	7.0	(18.0)	(75.0)
Total Capital Expenditure		(363.1)	(278.2)	(306.8)	(337.2)	(286.4)	(207.3)	(227.6)	(244.0)	(247.7)	(287.7)
Net Receivables/Payables Movement		(10.4)	(10.2)	7.3	7.4	(5.7)	(10.9)	(0.9)	19.0	0.7	1.7
Cash Surplus/(Deficit)		(159.0)	(73.2)	(122.1)	(149.4)	(106.1)	(27.1)	(25.0)	(8.2)	(21.8)	(50.3)
Total Cash at Beginning of Period		801.0	642.0	568.8	446.7	297.3	191.2	164.1	139.1	130.9	109.0
Cash Surplus/(Deficit)		(159.0)	(73.2)	(122.1)	(149.4)	(106.1)	(27.1)	(25.0)	(8.2)	(21.8)	(50.3)
Total Cash at End of Period		642.0	568.8	446.7	297.3	191.2	164.1	139.1	130.9	109.0	58.7

* 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



Draft Asset Management Strategy 2026/27 to 2035/36

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: Green Square School and community spaces, Green Square. Photo by Abril Felman/City of Sydney



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.

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 to provide services to the community. This document describes how we will develop and improve our 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 of Sydney to:

- Show how our asset portfolio will meet the service delivery needs of our community into the future
- Achieve our asset management policy
- Ensure the alignment of our asset management practices with our resourcing strategy
- Deliver on key objectives in the Community Strategic Plan Delivering Sustainable Sydney 2030–2050 and our Delivery Program 2025–2029.

This asset management strategy, complemented by the asset management policy and the community asset management plan, assists us 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 our service delivery practices, financial sustainability indicators, asset management maturity and fit with the City of Sydney'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 our organisational asset maturity and competency as assessed on a whole of council basis and across its 5 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 of Sydney, 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 of Sydney aspires to develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the

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.

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 5 key themes identified from the asset management maturity assessment:

1. **Asset management system:** The City of Sydney 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:** Our employees will have sufficient data and system knowledge, and we 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 of Sydney's leadership will promote a whole of life asset management approach to deliver on the organisational and asset management objectives, and our employees 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 we 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:** We 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

We are committed to the ongoing improvements of our 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 City of Sydney's Asset Strategy and Systems Manager.

About this plan

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 is responsible for approximately \$18.2 billion in physical assets to support its delivery of services to the community. We have developed a framework for embedding asset management objectives and principles. These principles are aimed at managing our assets to give the best possible long-term services to our residents, ratepayers and visitors.

The City of Sydney 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, we will also need to manage service levels within funding restraints while managing all our 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 of Sydney’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

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*.

of costs, risks, opportunities and performance benefits. The term “activity” has a broad 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 us to provide services to the community. This document describes how we will develop and improve our asset management capabilities and the asset management system (i.e. our processes, information, systems, people, tools, and resources).

The asset management strategy enables us to:

- show how our asset portfolio will meet the service delivery needs of our community into the future
- achieve our asset management policy
- ensure the alignment of our asset management practices with the our resourcing strategy
- deliver on key objectives in Sustainable Sydney 2050 Continuing the Vision and our Delivery Program 2025–2029.

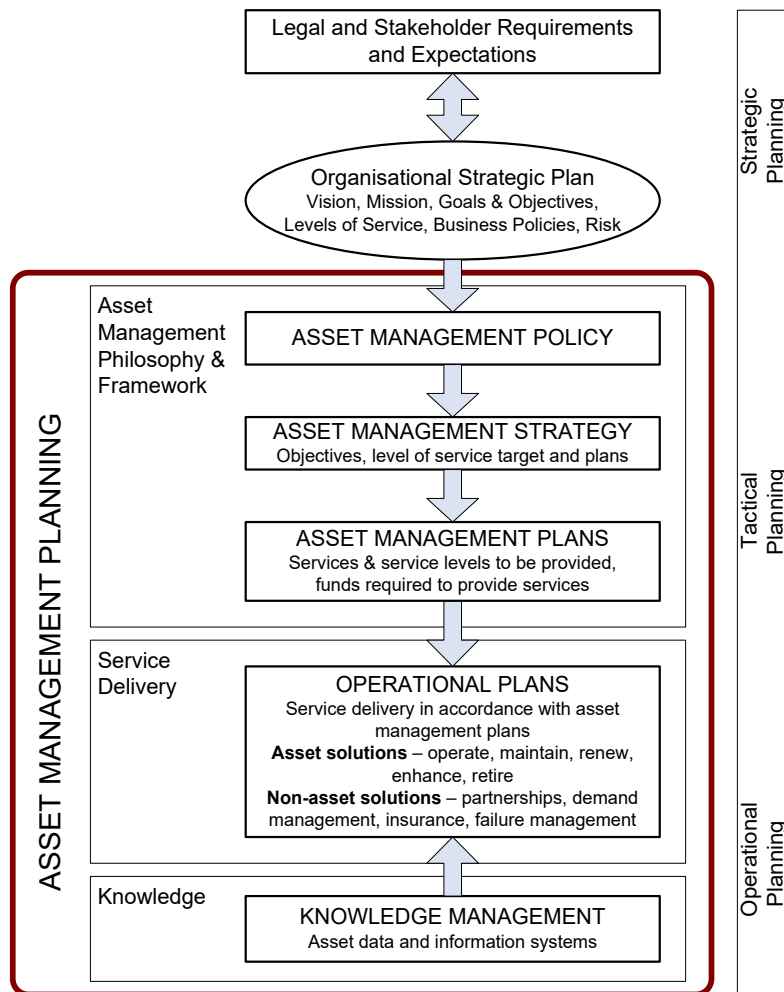
This is a dynamic document that helps guide the asset management activities and decision making of the organisation into the future. The initiatives are reviewed on a regular basis to ensure their relevance in a changing environment, and to also incorporate community feedback.

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 our financial sustainability under scenarios with different proposed service levels.

Figure 1. Asset management planning process



To support the asset management planning process, we have 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.

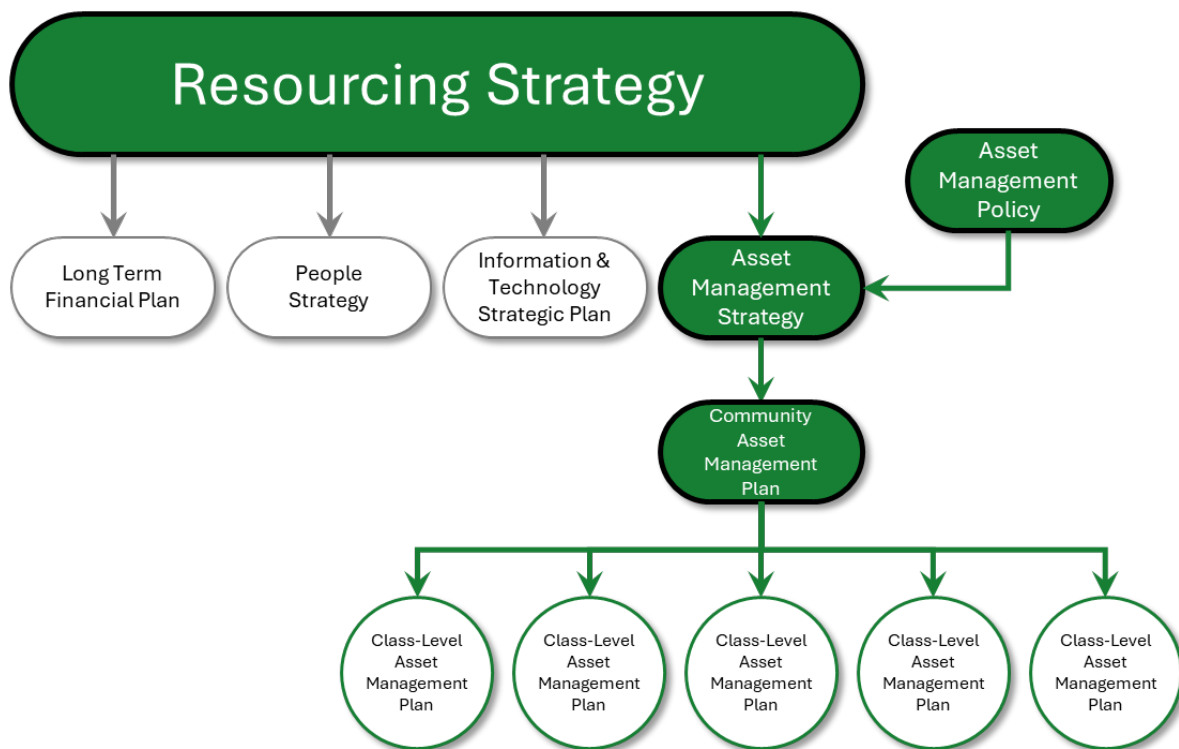
The condition assessment data, financial information, and maintenance and operation costs in the community asset management plan are prepared using the most recently available data, and data management practices at the City of Sydney are being continually reviewed and improved. The information within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

verified and validated. The ongoing expansion and improvement of our 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 our Integrated Planning and Reporting documents) demonstrate that we are managing our 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 our 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 our 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 our 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 of the City of Sydney
- 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 of Sydney's asset management system on a regular cycle. At the end of 2024, an independent reviewer assessed our level of asset management maturity, and then proposed an improvement plan to ensure we enhance our asset management practices and outcomes. This forms the basis of the improvement plan included in this strategy.

Our assets

This is the current infrastructure asset inventory for the City of Sydney'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	Our parks, open spaces and trees are one of the community's most loved assets with hundreds of thousands of residents and visitors using our parks daily. The size of the park and open space network is approximately 217.5 hectares throughout the local government area, providing both active and passive places for the use and enjoyment of communities.
Stormwater	Drainage, water quality	We operate 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	Our urban landscape is heavily reliant on our architectural assets to deliver services to our residents, corporate entities, and commercial lessees. Our 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 and electrical, structures	We provide 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 and equipment, parking meters, books, furniture	We provide 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.

Our assets and their management

Financial status of assets

The financial status of our assets is shown in the figure below.

Figure 4. Financial status of our assets

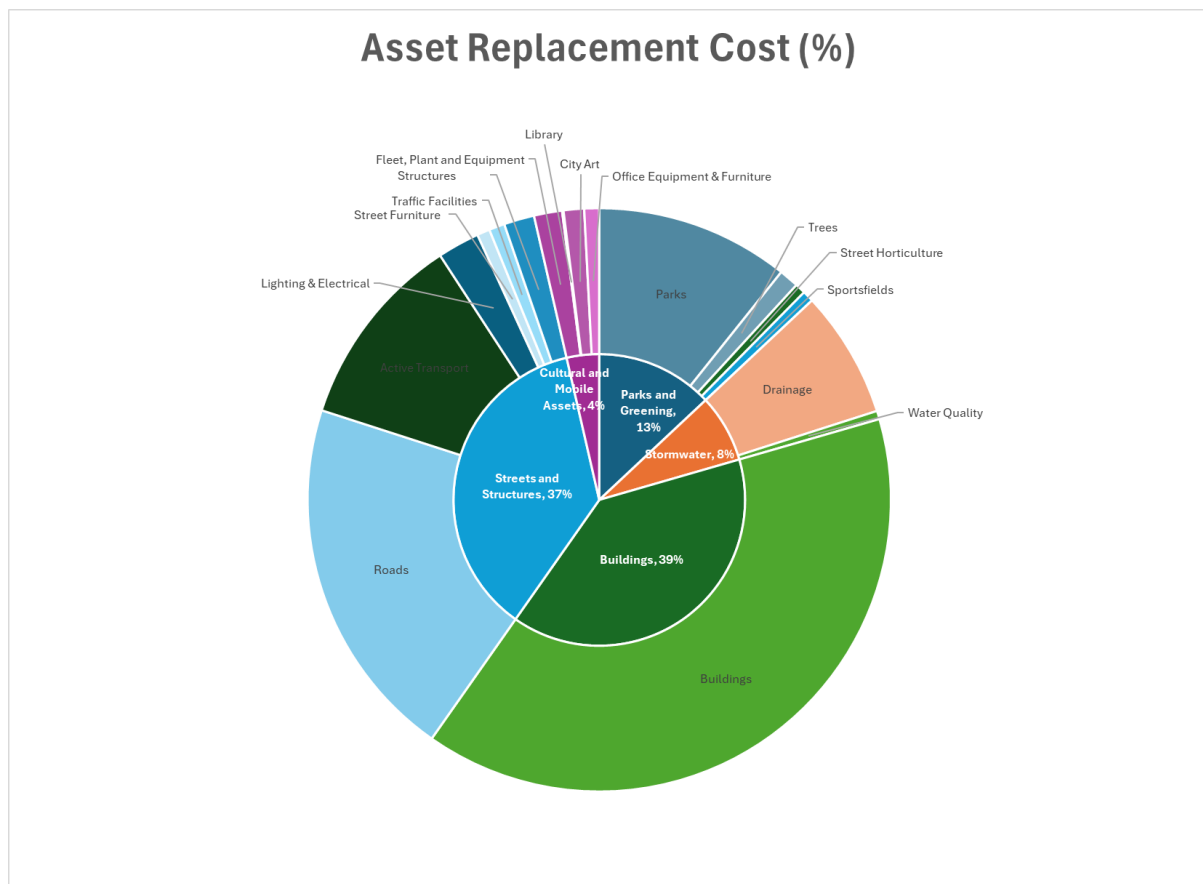
Asset class	Asset category	Asset type	Quantity	Replacement cost (\$000,000)
Parks and greening	Parks	Iconic	23	408.3
		Neighbourhood	40	192.7
		Pocket	282	196.9
			Sub-total	797.9
	Street horticulture	Street greening	2,014	61.4
			Sub-total	61.4
	Sports fields	Sports fields	17	53.7
			Sub-total	53.7
	Play, skate and fitness	Playgrounds	162	Included in iconic parks
	Trees	Parks trees	13,862	61.6
		Street trees	34,763	118.5
		Property trees	689	2.4
		Tree grates	863	3.5
			Sub-total	186.0
		Total	1,099.0	
Stormwater	Drainage	Drainage pipes	318.7 km	328.9
		Drainage pits	11,554	162.2
		Open channels and culverts	6.9 m	41.5
			Sub-total	532.6
	Water quality	Gross pollutant traps (GPTs)	47	4.8
		Rain gardens	320	29.4
			Sub-total	34.2
		Total	566.8	
Buildings	Buildings	Specialised/non-specialised and investment	277	2,867.6
			Total	2,867.6
Streets and structures	Roads	Road surface	330 km	300.6
		Road base	330 km	751.7
		Kerb and gutter	672 km	466.1
			Sub-total	1,518.4

Asset Management Strategy 2026/27 to 2035/36

Asset class	Asset category	Asset type	Quantity	Replacement cost (\$000,000)
	Active transport	Footpath	742 km	818.3
		Cycleway	117 km	Included in road surface
			Sub-total	818.3
	Lighting and electrical	Smart poles, light poles, electrical conduits & switchboards	20,116	285.0
			Sub-total	285.0
	Street furniture	Bins	796	15.1
		Seats	3,896	
		Shelters	330	
		Cycling parking	1,552	
		Wayfinding signs	2,917	8.0
		Permanent survey marks	3,351	19.9
		Security	N/A	9.0
			Sub-total	52
	Structures	Bridges	36	106.9
		Traffic facilities, retaining walls and foreshore structures	4221 nos	72.4
			Sub-total	179.4
			Total	2,853.2
Cultural and mobile assets	Fleet, plant and equipment	Vehicles and major plant	443	120.6
			Sub-total	120.6
	Library items	Books, and other library collections	N/A	4.6
			Sub-total	4.6
	City of Sydney art	Public art, sculptures	646	87.8
		Town Hall collection	1,846	9.9
			Sub-total	97.7
	Furniture, office equipment	Furniture, technology	N/A	58.1
			Sub-total	58.1
		Total	281.0	

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

Figure 5. Asset replacement cost



Asset condition

We have 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				
	Jetties/pontoons	2.5	2020	2025	100
	Fences	2.5	2020	2025	100
		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	2025	Underway	99
	Mounted lights	2.1	2025	Underway	99
	Street furniture:				

Asset category	Asset component	Average condition	Latest year of assessment	Next proposed assessment	% of assets rated as satisfactory
	Bins and ashtrays	2.6	2022	2025	100
	Cycle parking	2.48	2016	Underway	92
	Information stand	2.0	2016	Underway	93
	Kiosks (owned by us)*	N/A	N/A	N/A	–
		2.4	2022	Underway	86
	Seats	3.5	2022	Underway	99
	Shelters	2.9	2022	Underway	99
	Permanent survey marks				
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

We are 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:

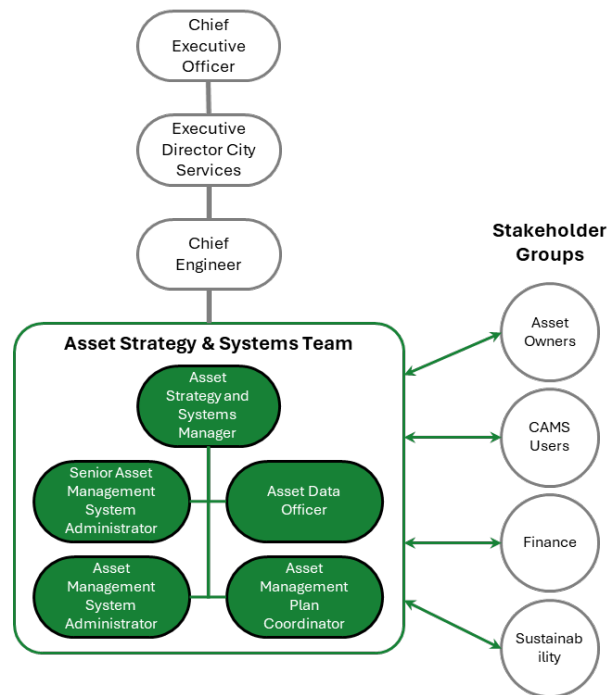
- coordinate the asset management strategy for the organisation
- manage the corporate asset management system
- provide advice and support to increase the maturity and effective of asset management across the organisation.

To achieve its purpose, the Asset Strategy and Systems team will support the effective management of our 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 our employees 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

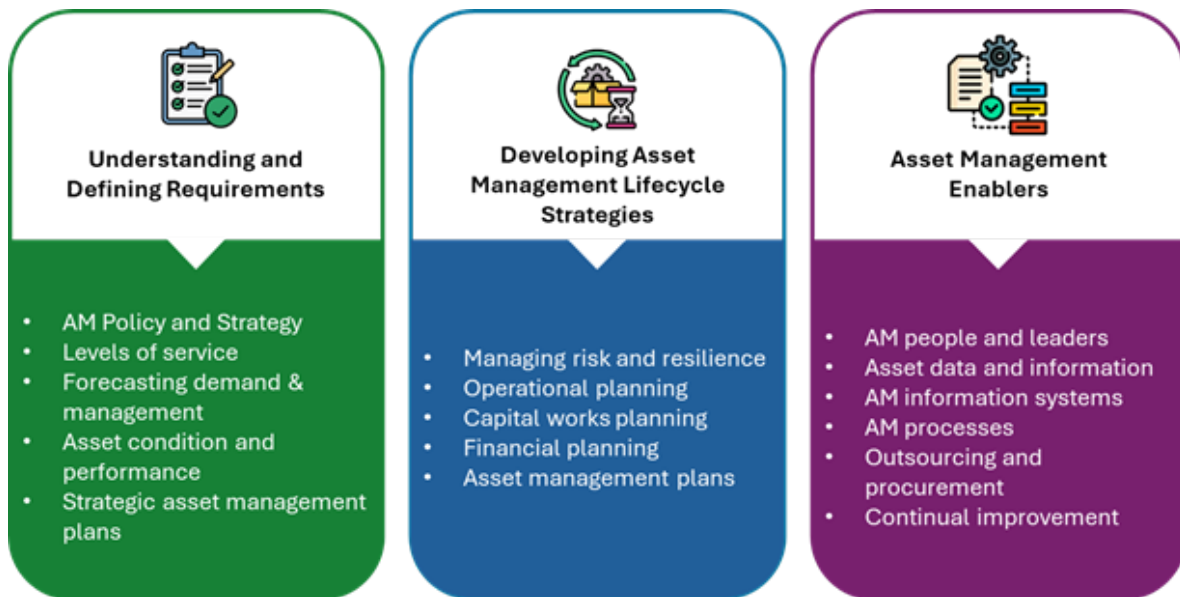


Current asset management maturity

At the end of 2024, we engaged an external consultant to undertake a maturity assessment of our asset management practices across our parks and greening, streets and structures, stormwater, buildings, and cultural and mobile asset portfolios. The maturity assessment aimed to compare how our 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.

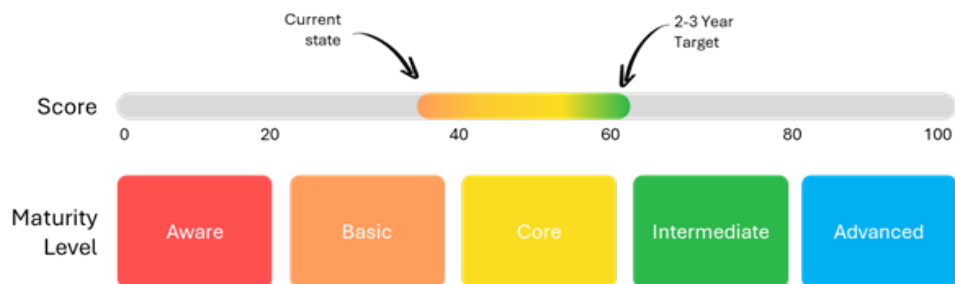
The IIMM is a “how-to” guide for infrastructure owners and managers such as local governments, water utilities, state transport agencies and health networks. The IIMM provides a maturity assessment guide and criteria based on sixteen sub-topics to indicate an organisation’s level of maturity in that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

Figure 9. Outline of IIMM maturity assessment model



The 5 levels of maturity for the maturity assessment are aware, basic, core, intermediate and advanced, as shown in Figure 10. We are aiming to lift our 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

We have made significant advances and will continue to seek and implement initiatives to increase our productivity in the asset management context. Some recent outcomes in improving our 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 and structures asset management plans
- utilisation of advanced asset condition and prioritisation methods to develop renewal works programs.

Our asset strategy outlook

Asset management policy

Our asset management policy defines the council's vision and service delivery objectives for asset management in accordance with the Community Strategic Plan Delivering Sustainable Sydney 2030–2050, other strategic documents and applicable legislation.

The asset management strategy is developed to support the asset management policy and is to enable us to:

- show how its asset portfolio will meet the service delivery needs of the community into the future
- enable the City of Sydney's asset management policy objectives to be achieved
- ensure the integration of our 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 our 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 our asset management policy can be found in Appendix A.

Asset management vision

To ensure the long-term financial sustainability of the City of Sydney, 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, we aspire 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 our 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 our financial sustainability
- safeguard our 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 our 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 our assets play a critical role in the delivery of all community strategic plan directions, the table below lists the directions where our 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 our environmental improvement goals.

To enable the delivery of specific actions from our Environmental Strategy 2025–2030 and the Greening Strategy 2020–2030, environmental management practices are being integrated into the asset management cycle, under 4 themes. We are 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 Community Strategic Plan Delivering Sustainable Sydney 2030–2050.

Climate action

Core to our 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 our 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 of Sydney's supply chain through material and design decisions.

Greening Sydney

A city that is green with trees, plants and gardens improves our 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

We have inherited a landscape that has been degraded due to past land use practices, removal of vegetation, or through pollution of waterways. Our 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 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 even and in the context of increasing stresses, can be efficiently restored and can contribute to the broader community's resilience.

We are 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, we are 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 5 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 of Sydney 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 Our employees will have sufficient data and system knowledge, and we 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 Our leadership will promote a whole of life asset management approach to deliver on the organisational and asset management objectives, and our 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 we 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 We 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 and 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.

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 of Sydney 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 us 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.

We must account for and plan for all of the existing assets under its control, and any new assets proposed in the community strategic plan, delivery program and associated resourcing strategy.

We 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 our operations and outline risk management strategies for these assets
- ensure that the asset management strategy includes specific actions required to improve our 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.

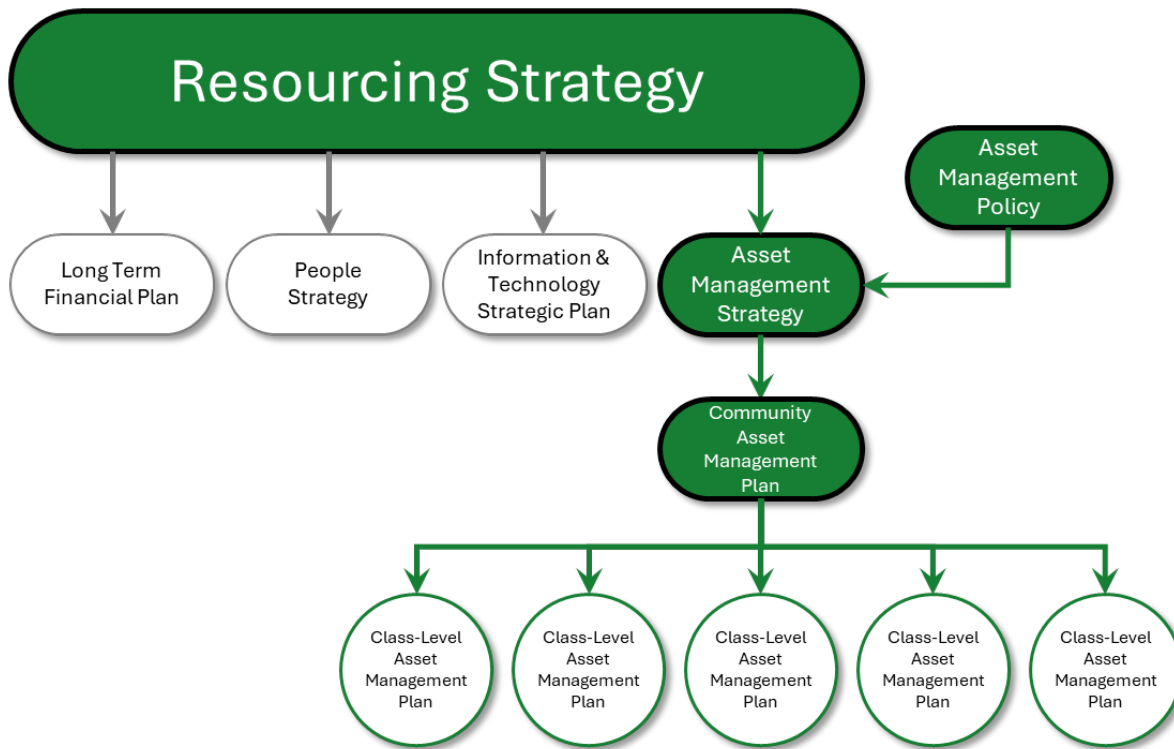


Figure 1 – City of Sydney asset management framework

We 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 our tangible assets which supports the provision of our 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 of Sydney'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
Asset management gateway panel	Strategic and operational panel to provide outcome focussed oversight and management control for the our asset management policy, strategy, objectives and targets.

Term	Meaning
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 we consider when making significant strategic decisions about financial resource allocation.
Asset management strategy	The asset management strategy is a strategic document that demonstrates how our 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

Our asset management policy is based on the following principles to guide sustainable management of infrastructure assets. They are:

- a lifecycle approach – we apply a whole of life methodology for managing infrastructure assets including planning, acquisition, operation, maintenance, renewal and disposal
- sustainable environmental performance – we consider 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 our assets to be more resilient to future acute shocks and chronic stresses.

Policy objectives

The following policy objectives guide us to meet desired outcomes for our 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
- enhances the resilience of our 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 our 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 by

- identifying and renewing critical assets that are vulnerable to future acute shocks and chronic stresses
- assessing the cost and benefit of assets when delivering renewed or new assets in the resilience context
- including 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 of Sydney.

The Asset Management Gateway Panel will:

- ensure all asset management activities are consistent with the objectives of community strategic plan, integrated planning and our 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 adopted this policy on 23 June 2025.

Approval History

Stage	Date	Comment	TRIM Reference
Original Policy	25 June 2012	Adopted by council	2012/049285
Reviewed	27 June 2016	Adopted 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. Adopted by council (Appendix to Resourcing Strategy (2022) – Integrated Planning and Reporting Program and Budget (2022/2023)).	2016/609070
Reviewed	24 June 2024	Endorsed by executive 29 May 2024. Adopted by council (Appendix to Resourcing Strategy (2024) – Integrated Planning and Reporting Program and Budget (2024/25))	2016/609070

Stage	Date	Comment	TRIM Reference
Reviewed	23 June 2025	Adopted by council (Appendix to Resourcing Strategy (2025) – Integrated Planning and Reporting Program and Budget (2025/26))	
Commence Review Date	245 September 2027		
Approval Due Date	24 June 2028		

Ownership and approval

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





Draft Community Asset Management Plan 2026/27 to 2035/36

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: The Drying Green and Green Square Public School and Community Space, Green Square. Image: Abril Felman/City of Sydney

Executive summary

When deciding which activities to carry out and the level of service we can provide, we must consider the resources available to us – our workforce, financial sustainability, technology and assets.

The City of Sydney is responsible for acquiring, operating, maintaining, renewing and disposing of an extensive range of physical and land assets with a total portfolio replacement cost of \$18.2 billion. These assets include roads, footpaths, stormwater drains, buildings, parks, gardens, trees, public art, fleet and land, and the services we provide that are essential to the community's quality of life.

This community asset management plan forms part of the collection of asset management plans under our resourcing strategy. It summarises the activities and expenditure projections from individual asset management plans to achieve:

- our organisational objectives and strategic direction from the Community Strategic Plan Delivering Sustainable Sydney 2030–2050
- the asset management vision, strategy and objectives from our asset management strategy and policy.

This plan should be read alongside the asset management policy and strategy.

Our resourcing strategy is part of the integrated planning and reporting framework, which is the system that all local councils in New South Wales must use to plan their work and manage their resources.

Our goal is to provide our communities with the services they need in the most cost-effective way. To do this, our asset management policy and strategy and the community asset management plan ensure our key assets are kept in good shape and explain the funding and staff we need to look after them.

The major asset classes included in this plan are:

- streets and structures
- stormwater
- parks and greening
- buildings.

This plan explains how we manage the assets that support essential community services. It outlines how our assets are performing now, how they're expected to perform in the future and the level of funding available to maintain, renew and operate them.

We're improving the way we manage these assets by gathering more accurate data and applying stronger planning practices. At the same time, we must balance service levels and risks to ensure that public funds are used responsibly. This is a long-term program of work that will continue to develop over time.

It may not be possible to meet all service expectations within current financial resources. We'll continue to work with the community to ensure services are provided at appropriate levels and at a reasonable cost, while effectively managing risks.

Community Asset Management Plan 2026–2029

Operating and capital costs

The projected capital funding required for renewing, replacing and upgrading existing assets, as well as acquiring new assets, is estimated to average \$226.4 million over the 10-year planning period.

The projected operating expenditure in this plan has been aligned with the long-term financial plan and is based on:

- ensuring statutory safety and compliance obligations are met
- community consultation to determine service levels that are desirable and affordable
- balancing service performance, risk and cost when prioritising projects and initiatives
- understanding the consequences of these trade-offs and accepting the resulting service and risk outcomes.



Image 1. The atrium in Customs House. Image: Abril Felman/City of Sydney

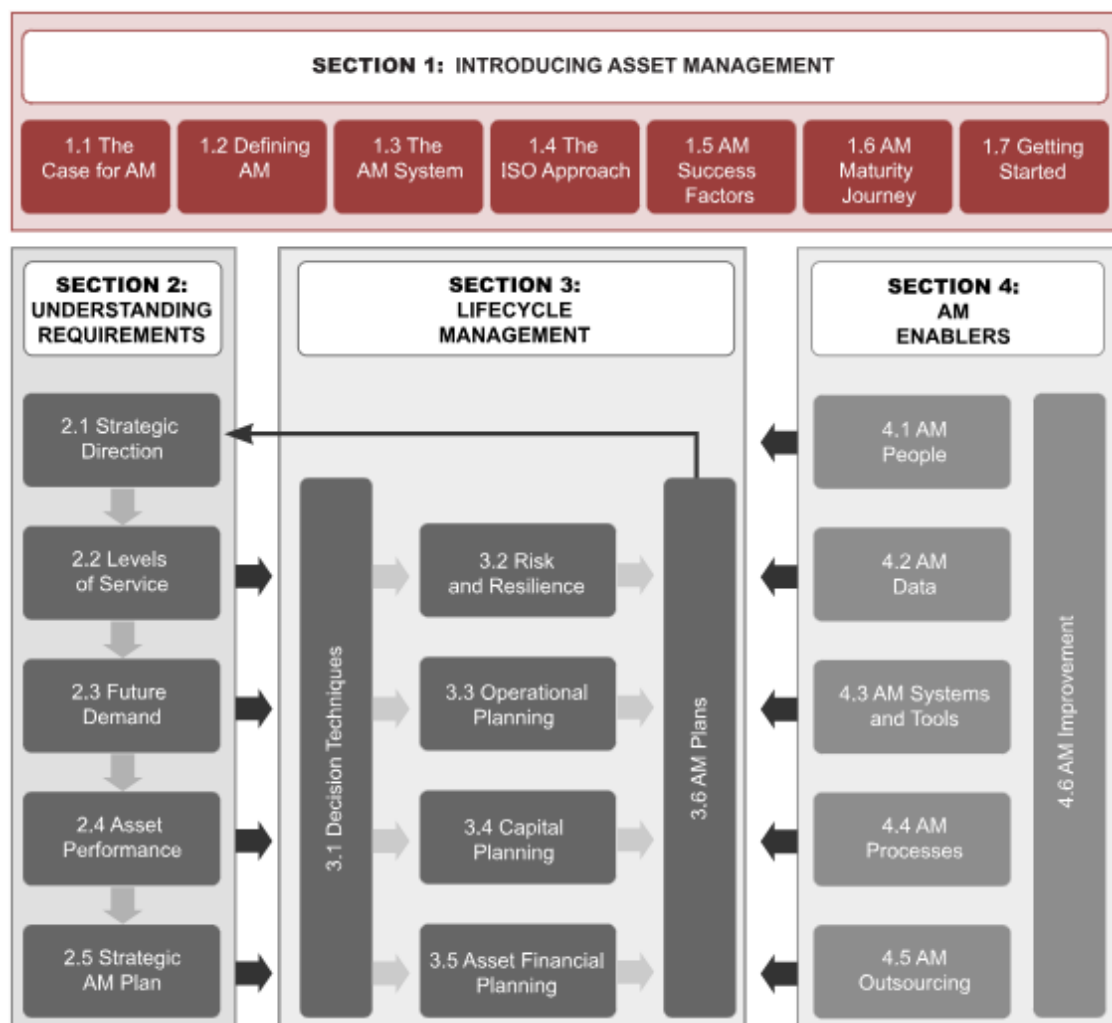
About this plan

About asset management planning

Asset management planning aims to turn the community's expectations and the organisation's goals into practical delivery of the services our assets provide. Our approach aligns with recognised international standards¹ for asset management (ISO 55000, ISO 55001 and ISO 55002) and with the guidance of the International Infrastructure Management Manual (IIMM) 2020. This provides a comprehensive framework for applying these standards in practice.

Figure 1 shows how the different parts of the IIMM fit together. It illustrates the connection between understanding service requirements, applying lifecycle management practices, and putting the right asset management enablers in place. Together, these elements form a complete and effective asset management system.

Figure 1. Asset Management Interconnectivity IIMM 2020

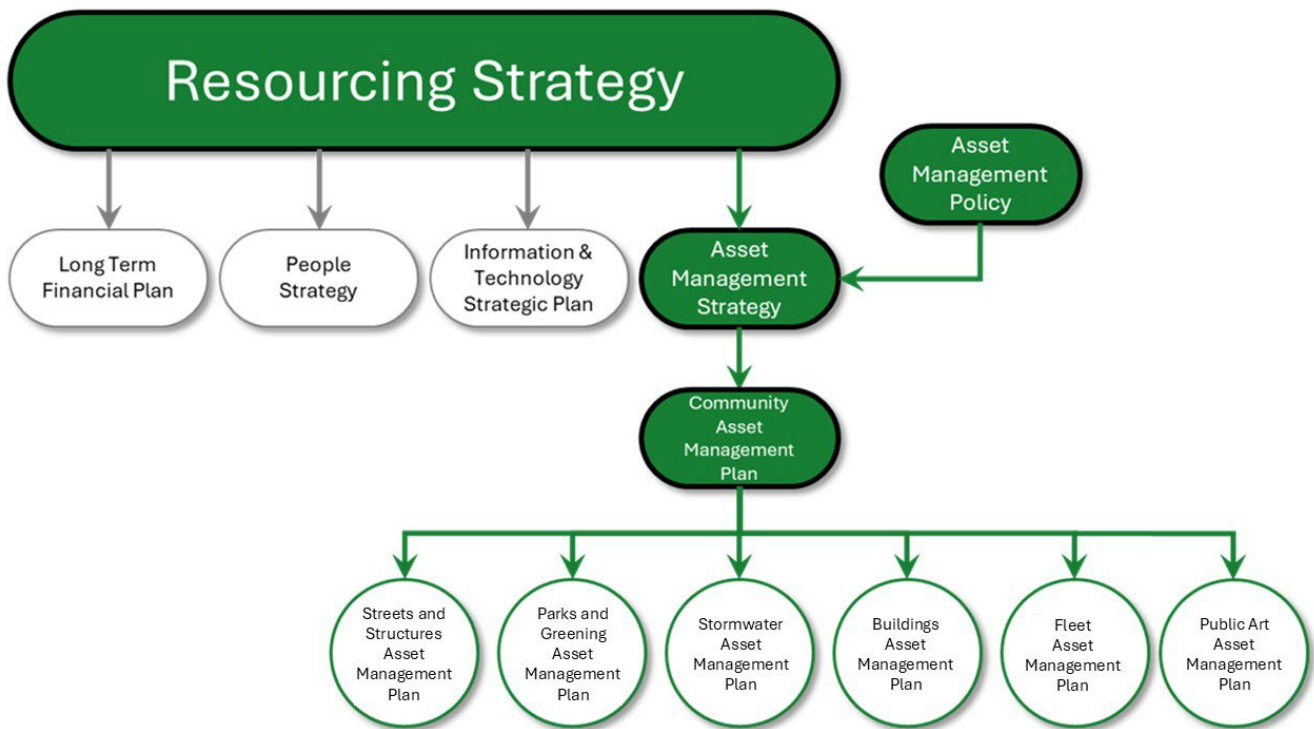


¹ The International Organization for Standardization (ISO) is an independent, non-governmental, international standard development organisation composed of representatives from the national standards organisations of member countries.

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Within the context of our resourcing strategy, figure 2 shows how the asset management planning documents relate to one another.

Figure 2. Asset management planning documents within the overall resourcing strategy



Our assets and services

The purpose of this plan is to outline key asset management activities needed to achieve:

- the organisational objectives set out in the Community Strategic Plan Delivering Sustainable Sydney 2030–2050, as reflected in our delivery program
- the asset management vision and strategic direction established in our asset management strategy.

Under integrated planning and reporting guidelines, we're required to identify the assets that are critical to our operations and to describe how we manage the risks associated with them. We define critical assets as those that are essential for City of Sydney operations and where asset failure would result in significant financial, operational or service impacts. Because of their importance, these assets require proactive inspection, monitoring and renewal activities.

Community Asset Management Plan 2026–2029

The asset classes we identify as critical are included in this plan and outlined in the table below.

Figure 3. Assets used for providing services

Asset class	Services provided
Streets and structures	We provide a street network, working in partnership with Transport for NSW and neighbouring councils, to support safe and efficient movement of people walking, riding and driving vehicles. Structural assets are engineered elements that provide support, protection from environmental forces, or access. These include retaining walls, bridges, fences, stairs, seawalls and other foreshore structures.
Stormwater	We manage a large stormwater drainage network, with some parts of the system operating for more than 100 years. The network's purpose is to provide effective stormwater management services for the community.
Parks and greening	Our parks, open spaces and trees are among the community's most valued assets, with hundreds of thousands of residents and visitors using these spaces daily. The parks and open space network covers about 217.5ha across the City of Sydney local area and provides both active and passive spaces for community use and enjoyment.
Buildings	Our city relies on its buildings and facilities to provide services for residents, businesses and commercial tenants. We manage many different types of properties, such as pools, libraries, work depots, public toilets, commercial buildings and community spaces. Sydney Town Hall is one of the most well-known examples in this portfolio.

The asset classes listed above represent about 97% of our total asset value, excluding land and other non-infrastructure assets.

We also manage one other asset class: cultural and mobile assets, such as fleet vehicles and public art. These are not considered major asset class and are therefore not included in this plan at this time. As our asset management practices continue to mature, future versions of the plan may include these assets.

We publish a 10-year summary of our capital works program as part of the long-term financial plan. This includes asset renewal programs, which will be linked to the detailed asset management plans for each class. Priorities within the program are updated as new asset condition data becomes available.

Risk management plan

In 2024, we developed a risk appetite statement, approved by Council. This statement outlines the level of risk we're willing to accept to achieve strategic goals, while safeguarding our assets, our reputation, and the wellbeing of our employees and the community. The risk appetite is guided 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 necessary to achieve these principles. The key challenges in maintaining this balance include:

- supporting opportunities for growth, transformation and innovation while avoiding unnecessary negative impacts
- preventing a risk averse culture that may limit growth, transformation and innovation, rather than enabling it through proper risk assessment and management.

We categorise the level of risk appetite as follows:

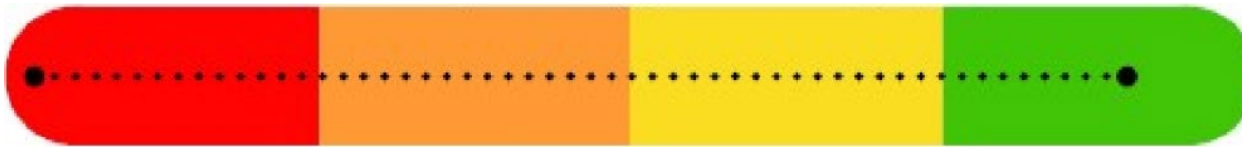
No appetite Minimal Cautious Open			
No/extremely limited appetite	Limited appetite	Moderate appetite	Open/accepting appetite
We're averse to being exposed to risk, even where the potential benefits are high	We'll consider limited risk exposure	We're willing to consider taking risk where effective mitigation can be applied	We're open to accepting the risk where there are significant benefits

Community Asset Management Plan 2026–2029

Asset management sits within the risk category of 'infrastructure, technology, assets and property'. The level of risk we're willing to accept in this category is outlined below.

Risk appetite levels

Infrastructure, technology, assets and property



Risk Tolerance

The City of Sydney encourages:	The City of Sydney will tolerate:	The City of Sydney will not tolerate:
- proactive asset management and reporting of issues - detailed planning and scheduling of asset renewal to ensure appropriate resources are allocated in the long-term financial plan - innovation that maintains or improves service levels and supports sustainable outcomes.	- moderate impacts to infrastructure due to introducing new technology, innovation initiatives or projects - short term disruption to assets for minor planned repairs or replacement - minor, unforeseen and unavoidable cost variations in capital projects, provided they remain within the approved contingency.	- failure to promptly report or escalate critical infrastructure damage or issues - failure to prepare plans that enable us to respond to disruptions and ensure continuity of essential infrastructure - failure to carry out routine maintenance of our infrastructure and assets - poor contract management that prevents required asset renewal from being completed.

Asset information summary

Each asset class has its own section in this plan. Each section will provide a summary of the following information:

- background
- asset inventory and valuation
- levels of service
 - customer levels of service
 - environmental levels of service and environmental sustainability performance
 - technical levels of service
- future demand planning
- current asset condition ratings
- lifecycle management
- conclusion

Descriptions of each of these items are provided below.

Asset inventory and valuation

This item includes an overview of the asset categories that comprise each asset class, quantities, replacement cost and written down value (at 30 June 2025).

Levels of service

Desired levels of service come from a range sources including customer satisfaction surveys, feedback provided by residents to councillors and staff, service requests and correspondence, and consultation with stakeholders. We recognise that regularly reviewing and updating service levels for each asset class is an essential part of our ongoing asset management approach.

We'll continue to refine and adjust service levels to maintain community satisfaction, based on the information gathered from these sources.

This plan now incorporates elements from the most recent annual report on infrastructure assets included in our financial statements. This approach replaces earlier estimates of minimum condition levels, ensuring consistency across all reporting platforms.

We define service levels in 3 ways:

1. Customer (or community) levels of service relate to:
 - Condition: How good is the service and what is the quality of the service?
 - Function: Is it suitable for its intended service and is it the right service?

- Capacity/use: Is the service over or underused and do we need more or less of these assets?
2. Environmental levels of service are the measures and activities that help us meet our environmental sustainability goals and targets. These levels of service ensure that the environmental actions and commitments in the community strategic plan are integrated into our asset management planning. They also ensure each asset class focuses on the areas where it can have the greatest environmental impact. This section also outlines our current performance against environmental targets, along with medium-term projections.

Following the release of NARClIM2.0 and Australia's National Climate Risk Assessment, we've begun identifying local climate hazards and developing risk assessment tools for our assets and services. This work will be applied to asset classes through a coordinated program starting in 2027.
 3. Technical levels of service relate to the operational and technical measures that support asset management. These measures guide the activities and resources needed to achieve the desired customer outcomes and demonstrate effective asset performance.
-

Future demand planning

Demand for our assets and services is influenced by several factors. These include population change, regulations, demographic shifts, lifestyle changes, commercial and industrial activity, climate change, transport networks, seasonal factors, vehicle ownership, community expectations, technological developments and economic conditions. For our local area, increases in both residents and visitors are expected to create higher demand for open space, pedestrian areas, community facilities, footpaths, cycleways and new assets to meet community expectations.

Our community strategic plan also identifies global trends that will shape Sydney's future, some of which will affect future demand on our assets and the services. These include the climate crisis, rapid urbanisation, chronic unaffordability, fast-paced technological change and economic transition.

In the short term, we also expect to receive a number of assets from other government authorities, which will influence how we provide services.

Demand for new or expanded services will be met through a mix of managing existing assets, upgrading current assets and applying demand-management strategies. Because we have a finite stock of existing assets, we take a focused and qualitative approach when we upgrade them. This ensures we provide purpose-built assets in the right areas to best meet community needs.

Current asset condition ratings

We use the condition rating standards developed by the Institute of Public Works Engineering Australasia (IPWEA) in the International Infrastructure Management Manual (IIMM). These standards are applied consistently across all asset classes. The 1 to 5 rating is used for all assets, although the way rating is applied varies depending on the type of asset. Figures 4 and 5 outline and describe these condition ratings.

Figure 4. IIMM Condition Ratings

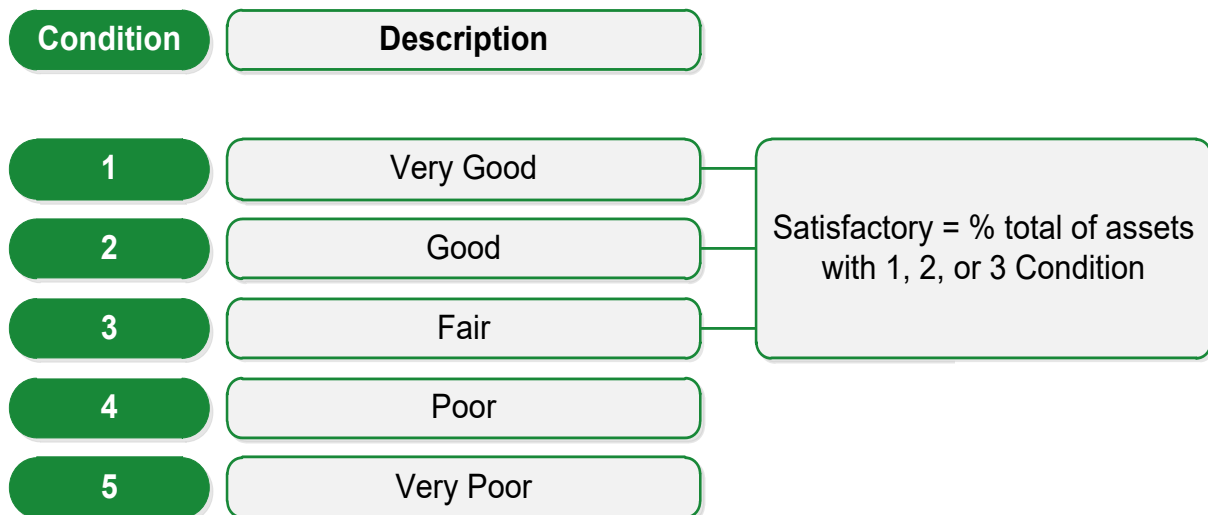


Figure 5. Condition Grading System

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

Assessing the condition of our large asset portfolio requires ongoing effort, and we're continually working to update and improve our condition data. Condition assessments are essential because they:

- identify assets or areas where maintenance or renewal is needed, helping us plan future works
- provide information on how assets are deteriorating over time
- support accurate estimates of the cost to restore assets to an acceptable condition.

The condition ratings for each asset class are provided in the relevant sections of this plan. Although all classes use the same 1 to 5 scale, each asset type has detailed technical definitions that reflect industry standards. For example, the assessment of a stormwater pipe is very different from the assessment of a road pavement, even though both may ultimately be rated as condition 2, or 'good'. These detailed descriptions are provided in the class-level asset management plans.

The condition information presented in this plan reflects the latest values reported in Special Schedule 7. We've commissioned several condition assessment projects to ensure our data remains current and covers newly acquired assets. Updated condition information will be included in future versions of this document as our confidence in the data continues to improve.

Lifecycle management

This section explains how we manage and operate our assets to meet the agreed levels of service, while keeping lifecycle costs as low as possible and managing risks effectively.

Understanding lifecycle costs requires knowing what work is planned for an asset and what is spent over its entire life. Each asset class includes a summary of expenditure trends. The lifecycle costs are defined below.

Operational costs

These are the recurring expenses needed to run and manage assets. These include staff and related employment costs, condition assessments, and the day-to-day operation of the asset.

Maintenance costs

These costs cover the repairs needed to ensure assets reach their expected life. This includes both reactive and planned maintenance:

- Reactive maintenance is unplanned repair work carried out in response to service requests or issues identified by staff.
- Planned or preventative maintenance is identified through inspections and assessments of asset condition and performance. It involves prioritising and scheduling work, completing repairs and recording the maintenance history to improve service delivery.

Renewal or replacement costs

This expenditure involves major works that restore an asset to its original condition or capacity without increasing its design capability. These works may include rehabilitation, replacement or renewal. Any work that increases an asset's capability is classified as an upgrade, expansion or a new asset.

Expansion (new) assets and upgrade costs

Upgrade works improve an asset so it performs beyond its current capacity. Upgrades may be required due to population growth, social or environmental needs or community expectations.

New or expansion works involve creating assets that did not previously exist. Some assets may also be transferred to us at no cost, such as those provided through land development.

New assets add to our long-term operational and maintenance commitments. As new assets are created, we'll increase annual maintenance budgets to ensure they can be properly maintained throughout their lifecycle.

There is a risk that taking on new assets – or the transfer of significant assets from other agencies – may affect our financial sustainability if their long-term maintenance and renewal needs are not carefully planned. Proper lifecycle planning is essential to manage these future obligations.

Conclusion

This section provides a summary of the current performance of the asset class, its financial sustainability, the key risks that may affect future management and the improvements planned to strengthen how the asset class is managed.

Streets and structures

Background

A large proportion of local streets and structures have been in place for many years. These assets have been developed through a combination of our construction work and development activity by private or other public authorities within the local area.

The streets and structures assets covered in this plan include:

- road pavements including cycleways
- footpaths
- kerb and gutters
- bridges for both pedestrians and road users
- street furniture
- street lighting
- other structures including sea walls, steps and ramps, and retaining walls.

In this plan, cycleways are included as part of the road pavement or carriageway assets. As our cycleway network continues to expand and mature, future versions of this plan will separate cycleways from roads. Information on bridges, including valuation and modelling, is included because bridges are a critical part of the road and footpath network. The detailed streets and structures asset management plan will further address bridges, cliffs and retaining walls, recognising that these assets have different maintenance and renewal requirements compared to roads and footpaths.

We also receive grant funding from both the Australian and NSW governments to support the management, maintenance and operation of road infrastructure. This infrastructure forms an essential part of the broader NSW transport network.

Asset inventory and valuation for streets and structures

Asset type	Quantity	Current replacement cost (\$m)	Written down value (\$m)
Road surface	330km	300.6	170.0
Road base	330km	751.7	647.2
Footpath	742km	818.3	476.9
Kerb and gutter	672km	466.1	204.3
Bridges	36	106.9	74.8
Lighting and electrical assets	20,116	285.0	201.6
Other structures	4,221	124.4	81.4

Asset type	Quantity	Current replacement cost (\$m)	Written down value (\$m)
Total		2,853.0	1,856.2



Image 2. Road resurfacing works on Cumberland Street, The Rocks in July 2024. Image: Chris Southwood/City of Sydney

Levels of service

Streets – customer levels of service

Type of measure	Level of service	Performance measure	Current performance	Future/recommended performance
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	Service requests are expected to increase marginally due to funding constraints

Community Asset Management Plan 2026–2029

Type of measure	Level of service	Performance measure	Current performance	Future/recommended performance
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 planned customer satisfaction survey (TBC)	Stays the same or improves subject to new upgrade projects
Capacity	Road and street space provides adequate capacity for people walking and cycling through appropriate footpath widths, cycleways and walkable spaces	Delivery of projects that increase walking and cycling capacity, including footpath widening and construction of new or upgraded cycleways	Delivered through existing capital works and upgrade programs	Delivery of footpath widening and cycleway projects is expected to increase or be maintained, subject to funding availability and delivery of planned upgrade projects

Structures – customer levels of service

Type of measure	Level of service	Performance measure	Current performance	Future/recommended performance
Function	Fit for purpose – structural assets provide adequate functionality for appropriate use	Customer requests related to accessibility/ community satisfaction	Average	Remains the same or increases
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	Remains the same or decreases
Capacity	Structural assets are in adequate capacity and numbers to meet user needs	Customer service requests related to loading issues	Average	Remains the same or increases

Environmental levels of service

The following environmental levels of service are central to achieving environmental sustainability for streets and structures assets. They help us meet our broader environmental goals.

The greatest opportunity for improving the environmental performance of our streets and structures is in specifying materials with lower embodied carbon and increasing the use of circular (reused or recycled) materials.

The current performance results in the table below reflect the 2024/25 reporting year unless stated otherwise. Future performance targets are drawn from the environmental strategy, the waste reduction and circular materials strategy or the operational plan, unless marked with an * to indicate another source.

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Type of measure	Level of service	Performance measure	Current performance	Future/target performance
Climate action	Reducing embodied carbon through material and design specifications	kg/Co2e	Measurement and baseline being established	TBC following baseline establishment
Climate action	Reduce energy consumption in our street lighting network through energy efficiency programs	Electricity consumption (MWh)	8,284 MWh	10% reduction on 2023 baseline*
Greening and canopy cover	Increase greening in by expanding street gardens and canopy tree planting	Greening area installed as part of footpath renewal program	3,527m ²	Minimum area 2,000m ² per year
Restoration of natural environments	Specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources	Percentage of recycled material used	20% recycled content for road resurfacing projects	TBD
Restoration of natural environments	Waste materials are collected, sorted and returned to productive reuse – construction and demolition	Percentage of construction and demolition resource recovery	99%	90% 2026–2030 95% 2030–2035

Environmental sustainability performance

The tables below show performance results from the past 5 years for the environmental levels of Service that offer the greatest opportunity to contribute to our sustainability goals. Forecasts for future performance are included where possible.

Materials used

The table below shows results for recycled content used in our road renewal program, along with the overall resource recovery rate for our civil construction projects.

Year	Actual performance					Forecast performance
	20/21	21/22	22/23	23/24	24/25	25/26
Recycled content – road renewal program	20%	15%	20%	20%	20%	20%
Resource recovery rate for civil construction	99%	99%	99%	99%	99%	99%

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These results are supported by the Sydney streets technical specification, which allows the use of recycled materials and lower-embodied-carbon construction methods within the road network. We've not yet begun reporting on embodied emissions.

Energy use – street lighting

We model the impact of planned projects on future emissions and changes in energy use as a key part of our goal to become a net zero organisation.

Electricity use from street lighting has decreased over the past 5 years. The most significant contribution to this reduction came from the LED streetlight replacement program, in partnership with Ausgrid. Further reductions are expected as we continue to upgrade existing end-of-life LED lamps with newer, more efficient technology.

Year	Actual performance					Forecast performance				
	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Electricity consumption (MWh)	11,467	8,814	9,112	8,856	8,284	8,260	8,230	8,210	8,180	8,160

There are no operational emissions associated with this asset class. Since July 2020 all operational electricity has been 100% renewable. The operation of the road network does not use gas.

Emissions from fleet vehicles and contractor fuel use that support road asset management activities are included in our total carbon reporting. But we're not yet able to reliably separate or attribute these emissions specifically to road maintenance activities.

Technical levels of service

Streets – technical levels of service

Lifecycle activity	Purpose of activity	Activity measure	Current performance	Future/target performance
Acquisition	Upgrade and further develop the road network to ensure it is 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 with strategic objectives 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 4–5 years	Every 4–5 years

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Lifecycle activity	Purpose of activity	Activity measure	Current performance	Future/target performance
	Street sweeping – to ensure roads are clean and free of debris	Street sweeping frequency	Current street sweeping schedules	To be reviewed with planned update/development to operational and maintenance standards
	Line remarking – to ensure road markings are visible and ensure safe traffic movements	Completion of line remarking works	Line marking works are completed following maintenance inspections	To be reviewed with planned update/development to operational and maintenance standards
Maintenance	Maintenance inspections to ensure road defects are proactively identified and prioritised	Frequency of road network maintenance inspections/ audit	Maintenance inspections carried out in line with current asset inspection schedule and intervention levels	In line with 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 completed based on priority with consideration of available budget	To be reviewed with planned update/development to operational and maintenance standards
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 – 15.1% Condition 5 – 0.7% (2025 condition assessment)	Renew assets in line with agreed intervention standards to meet community needs at lowest lifecycle cost Condition 4 – less than 4% Condition 5 – 0%
Disposal	Disposal of underperforming and unutilised assets	Disposal of assets	Currently no assets identified for disposal at this stage	To be reviewed as per operational and maintenance plan

Structures – technical levels of service

Lifecycle activity	Purpose of activity	Activity measure	Current performance	Future/target performance
Acquisition	Upgrade and further develop structures to ensure they are safe, fit-for-purpose and meet the needs of the community	Delivery of key upgrade and new projects	Upgrade/new projects aligned with our strategic objectives 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 4–5 years Level 1 inspection – Nil	Level 2 inspections – every 4–5 years Level 1 inspections – every year
Maintenance	Maintenance inspections to ensure structure defects are proactively identified and prioritised.	Percentage 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 based on priority with consideration of available budget	Maintenance works are completed based on recommendations from engineering inspections
Renewal	Renew assets in line with agreed intervention standards to meet community needs at lowest lifecycle cost	Percentage of structures in condition 4 & 5	Condition 4 – 10% Condition 5 – 2%	Condition 4 – 0% Condition 5 – 0%
Disposal	Disposal of underperforming and unutilised assets	Disposal of assets	Currently no assets identified for disposal	To be reviewed

Future demand planning

The demand for streets and structures will continue to grow as resident numbers and visitor activity increase. This growth will place greater pressure on roads, footpaths, lighting, bridges and other public domain infrastructure. As more people choose walking, cycling and public transport – supported by our walking and cycling strategies – community expectations for safe, accessible, high-capacity networks will also increase. Social and demographic changes, a larger program of

Community Asset Management Plan 2026–2029

events and greater night-time activity will further increase demand on lighting, footpath capacity and the overall quality of the streetscape.

Climate impacts will also affect demand and the way we manage these assets. More frequent heavy rainfall, heatwaves and flooding will place further pressure on pavements, structures, seawalls and electrical assets. This will require the use of more resilient materials and climate-informed design approaches.

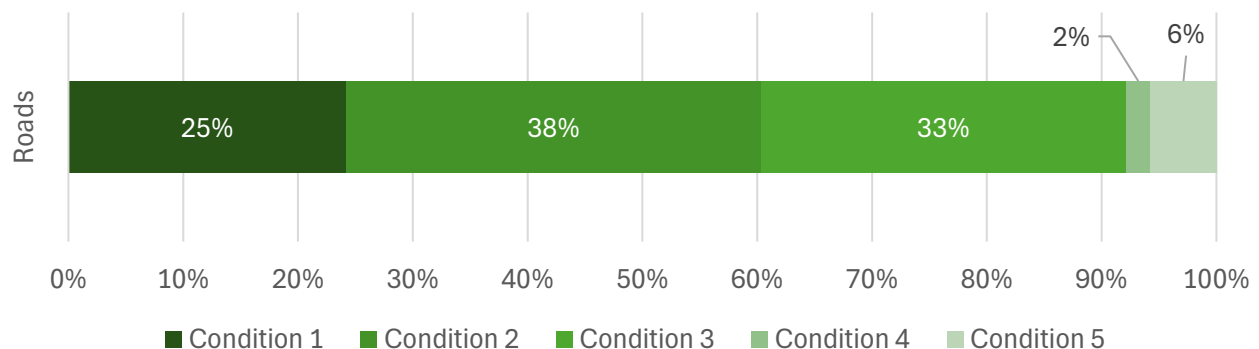
Meeting future demand will involve targeted asset renewals, increased use of sustainable and low-carbon materials, expansion of pedestrian and cycling infrastructure and improved maintenance strategies. Better asset data, predictive modelling and risk-based prioritisation will help ensure we respond efficiently and in line with Sustainable Sydney 2030–2050 Continuing the Vision and our environmental strategies.

We also expect to take ownership of more footpath assets over the next 5 years from urban redevelopment sites and other government authorities. This will increase demand for asset management services. Several roads will also be transferred to us from state government agencies within the next 10 years. Negotiations about these transfers are ongoing, but it's anticipated that although these roads are already operational, their ongoing maintenance will become our responsibility.

Current asset condition ratings

Roads

The chart below shows how the condition ratings for road surface assets are distributed, expressed as a percentage of their total replacement value.



Community Asset Management Plan 2026–2029

These photographs provide visual examples to illustrate condition 1 (very good) and 5 (very poor) for road assets.



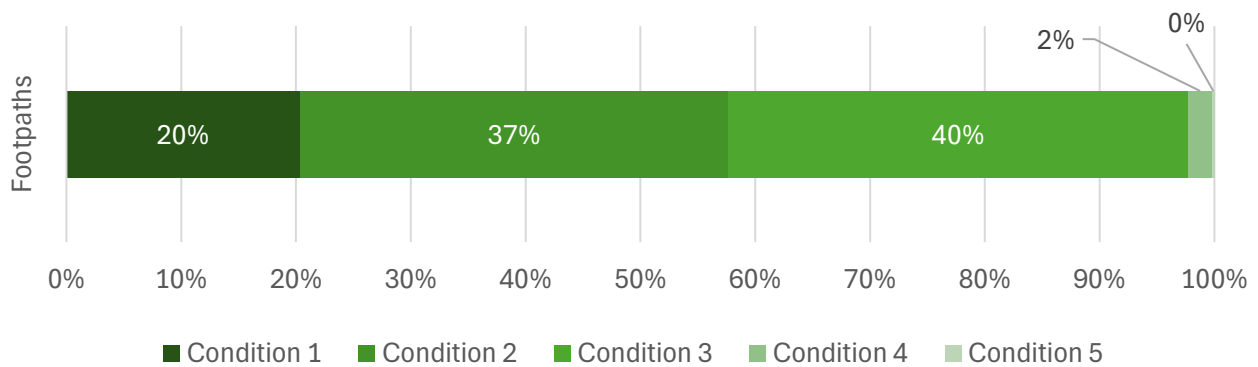
Condition 1 – Very Good



Condition 5 – Very Poor

Footpaths

The chart below shows how the condition ratings for footpath assets are distributed, expressed as a percentage of their total replacement value.



These photographs provide visual examples to illustrate condition 1 (very good) and 5 (very poor) for footpath assets.



Condition 1

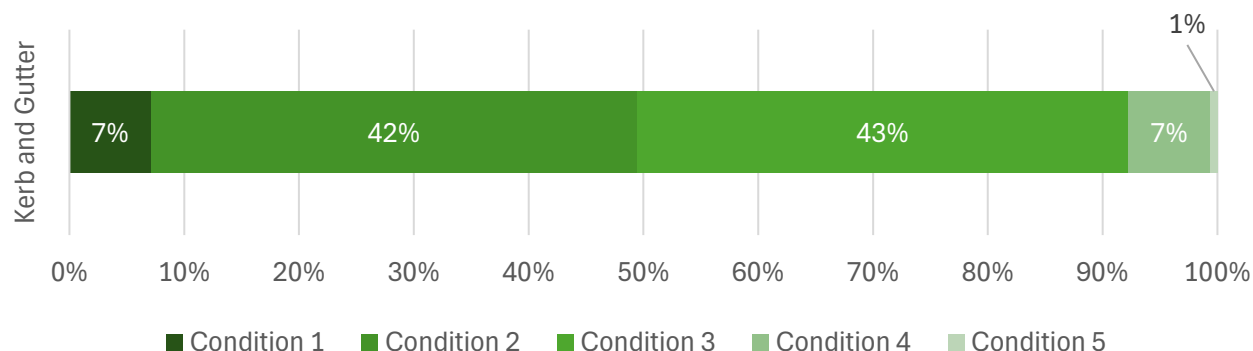


Condition 5

Community Asset Management Plan 2026–2029

Kerb and gutter

The chart below shows how the condition ratings for kerb and gutter assets are distributed, expressed as a percentage of their total replacement value.



These photographs provide visual examples to illustrate condition 1 (very good) and 5 (very poor) for kerb and gutter assets.



Condition 1



Condition 5

Lifecycle management

The table below shows the trend in asset expenditure for streets and structures over the past 5 years. Operational and maintenance expenditure is drawn from actual business unit operating costs, while renewal, upgrade and new works expenditure is taken from our financial reports. The 5-year average is used as the basis for estimating long-term lifecycle costs.

Year	Operating/ maintenance (\$m)	Renewal (\$m)	Upgrade/expansion (\$m)
2020/21	10.1	25.0	60.0
2021/22	10.8	27.9	72.0
2022/23	13.8	28.7	44.8

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Year	Operating/ maintenance (\$m)	Renewal (\$m)	Upgrade/expansion (\$m)
2023/24	14.2	29.8	48.0
2024/25	17.2	41.9	63.0
5-year average	13.2	27.9	57.6

Maintenance, renewal and upgrade costs

This table shows an excerpt from the Report on Infrastructure Assets at 30 June 2025, prepared in line with the Office of Local Government Code of Accounting Practice and Financial Reporting. It shows the estimated costs required to bring our road assets to a satisfactory standard as outlined in the 'estimate of cost to bring asset to satisfactory condition' section of the report.

Asset class	Asset category	Estimated cost to bring assets to satisfactory standard ² (\$m)	Estimated cost to bring to the agreed service set by Council ³ (\$m)	2024/25 required maintenance (\$m)	2024/25 actual maintenance (\$m)
Roads	Sealed roads – surface course	7.0	5.0	5.0	7.6
	Sealed roads – base structure	6.1	6.1	0.1	0.2
	Bridges	1.3	0.64	0.1	0.2
	Footpaths	16.7	6.7	4.2	6.3
	Kerb and gutter	11.9	11.3	0.9	1.3
	Other road and structure assets	2.2	1.5	1.1	1.7
Total		45.2	31.24	11.4	17.2

Our general definition of the agreed level of service is that any asset rated condition 4 (poor) condition 5 (very poor) should be renewed as a priority.

² In line with Office of Local Government requirements – reflects the estimated cost to restore all Council assets to condition 3 or better.

³ Reflects the estimated cost to restore all assets assessed to be at a condition below Council's minimum service levels. These standards (target conditions specifically in the technical levels of service section) reflect our strategy of maximising the useful life of assets before carrying out renewal works.

Conclusion

The estimates show we've budgeted to renew streets and structures assets at a sufficient and sustainable rate over the next 10 years. This funding supports the maintenance and renewal needs identified in the Special Schedule – Report on Infrastructure Assets and aligns with the performance measures set by the Office of Local Government.

We're also working to improve asset management maturity by strengthening asset data, expanding proactive maintenance programs and reducing reliance on reactive maintenance. Up-to-date data collection is currently under way for lighting, kerb and gutter, and structures assets. A revaluation of road assets is scheduled for the next financial year.



Image 3. Wetland reconstruction and drainage on Joynton Avenue. Image: Adam Hollingworth/City of Sydney

Stormwater

Background

We jointly manage the stormwater drainage network with Sydney Water.

In most suburban areas, Sydney Water is responsible for major canals or trunk drainage lines, while local councils manage the smaller connecting systems. But in the City of Sydney local area, ownership and management of both large and small stormwater assets are shared between the City of Sydney and Sydney Water. The network also includes assets owned by Transport for NSW and private entities. This creates a unique situation where identifying ownership and responsibility for assets can be complex.

While stormwater pipes have a long useful life, they're difficult to inspect. We operate a 10-year rolling inspection program that uses CCTV technology to update the stormwater drainage inventory and assess the condition of pipes and pits we own. The aim is to inspect 20% of the network each year and complete a full cycle of inspections within 5 years.

Our stormwater asset information will continue to be updated as new condition data becomes available, including information that clarifies the ownership of pipes and pits. Further analysis of CCTV results, along with follow-up field investigations, is needed to refine condition assessments and ownership records for the inspected part of the network.

We maintain a 10-year renewal program for drainage assets, developed in line with relevant standards. Renewal works are prioritised for assets at condition 4 or 5. Pipes are renewed when deterioration is observed, such as cracking, joint displacement or scouring. Damage can also occur from tree root intrusion or structural failure. In some cases, pipes are renewed at known flooding locations to increase hydraulic capacity.

Where possible, we use pipe relining technology, which installs structural liner to restore the pipe's structural integrity, hydraulic performance and remaining service life. Relining significantly reduces costs and minimises environmental and community impacts compared to traditional excavation and pipe replacement.

Renewal funding and capacity upgrade projects are included in the long-term financial plan. Renewal and replacement priorities consider network capacity, asset function and local flood risks, and are assessed based on criticality and risk. High-growth areas that require increased drainage capacity, as well as assets located beneath critical buildings or major network routes are usually given higher priority.

The 10-year drainage renewal program is reviewed and updated regularly in response to ongoing risk assessments.

Asset inventory and valuation

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

Asset category	Quantity	Replacement cost (\$m)	Written down value (\$m)
Stormwater assets			
Drainage pipes	318.7km	328.9	223.4
Drainage pits	11,554	162.2	114.9
Open channels and culverts	6.9km	41.5	28.9
Water quality assets			
Gross pollutant traps	47	4.8	2.9
Vegetated drainage assets (raingardens, tree pits, swales)	320	29.4	19.4
Total		566.8	389.5

Levels of service

Stormwater – customer levels of service

Type of measure	Level of service	Performance measure	Current performance	Future/target performance
Function	Fit for purpose stormwater network meets intended purpose and community needs	Customer service requests relating to ponding and flooding /damage claims	Not currently measured	Expected to remain the same improve as new works are designed to meet updated standards
Condition	Stormwater system to be of suitable condition to capture water and convey flow	Customer service requests	Average 680 requests per year	Expected to remain the same or improve
Capacity	Stormwater infrastructure network has adequate capacity to handle storm event	Number of floodplain risk management plans completed and implemented	Floodplain risk management plans completed for all catchments	Review of flood risk management plans every 5 years and updated

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Water quality – customer levels of service

Type of measure	Level of service	Performance measure	Current performance	Future/target performance
Condition	Structural integrity and cleanliness to be maintained to ensure efficient operation and function	Percentage of assets in good condition	96% of existing gross pollutant traps assets are rated condition 1 (as new) or 2 (good)	Conditions of existing assets is expected to slowly trend down as the assets age
Function	Effective pollutant removal and proper flow management	Customer service requests/complaints	Low number of customer service requests	Remain the same
Capacity	Adequate storage capacity to be able to hold sufficient volumes between maintenance cycles	Measure of storage capacity and fill levels	No reported issues identified or recorded	Expected to remain the same
Capacity	Design manages volumes experienced onsite through infiltration and overflow to drainage network	Customer service requests/complaints	Low number of customer service requests/complaints	Expected to remain the same

Environmental levels of service

The following environmental levels of service are central to achieving environmental sustainability for stormwater assets and support our broader environmental goals. The greatest opportunities for improving the performance of our stormwater network include improving water quality and increasing the use of low-embodied-carbon and circular (reused or recycled) materials.

Community and technical levels of service for water quality directly contribute to these environmental outcomes.

Current performance results in the table below reflect the 2024/25 reporting year unless otherwise stated. Future performance targets are drawn from the environmental strategy, the waste reduction and circular materials strategy or the operational plan unless marked with an * to show they come from another source.

Type of measure	Level of service	Performance measure	Current performance	Future/target performance
Climate action	Reducing embodied carbon through material and design specifications	kg/Co2e	Measurement and baseline being established	TBC following baseline establishment

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Type of measure	Level of service	Performance measure	Current performance	Future/target performance
Greening and canopy cover	Contribute to greening through maintenance of raingardens	Percentage of raingardens that meet parks and street greening maintenance service levels	TBD, revised service levels begin July 2026	100%
Water stewardship	Install and maintain litter, sediment management and water pollution avoidance/reduction structures	Litter and sediment captured by gross pollutant traps in tonnes each year	215 tonnes	600 tonnes
Restoration of natural environments	Specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources	Percentage recycled material used	Measurement and baseline being established	TBC following baseline establishment
Restoration of natural environments	Waste materials are collected, sorted, and returned to productive reuse – construction and demolition	Percentage construction and demolition resource recovery	99%	90% 2025–2030 95% 2030–2035

Environmental sustainability performance

The tables below show performance results from the past 5 years for the environmental levels of service that offer the greatest opportunity to support our sustainability goals. Forecasts for future performance are included where possible.

There is currently no dedicated data on recycled content or embodied emissions for stormwater assets. The table below displays figures for water quality assets only.

Water quality

Year	Actual performance			
	21/22	22/23	23/24	24/25
Gross pollutant reduction compared to 2006	18%	16%	16%	21%
Total suspended solids reduction compared to 2006	15%	11%	11%	15%
Total phosphorus reduction compared to 2006	8%	7%	7%	9%

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Total nitrogen reduction compared to 2006	2%	4%	4%	5%
Rubbish and sediment collected by gross pollutant traps (tonnes)	236	262	334	215

Water quality improvements are assessed using MUSIC modelling software, which simulates the impact of infrastructure and service improvements compared to a 2006 baseline. Preliminary modelling results were published for 2021/22, and more recent results include more accurate information. Data for rubbish and sediment collected by gross pollutant traps is not modelled, it is generated from actual measurements.

We own around 80% of the stormwater network that collects runoff within the City of Sydney local area before it flows into Sydney Harbour or Alexandra Canal. The construction and maintenance of gross pollutant traps and vegetated drainage assets, such as raingardens, help reduce the amount of litter, solids and nutrients entering these waterways.

Technical levels of service

Stormwater – technical levels of service

Lifecycle activity	Purpose of activity	Activity measure	Current performance	Target/future performance
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	New stormwater infrastructure is funded by developer contributions or under the project budget with new assets capitalised into the register Stormwater network design for 20-year hydraulic capacity where practical Assets are constructed with 100-year asset life	Upgrade and new projects aligned to strategic objectives are included in long-term financial plan and annual capital programming, maintain current approach
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 and 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 stormwater network	Every 10 years	Maintain average condition at satisfactory

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Lifecycle activity	Purpose of activity	Activity measure	Current performance	Target/future performance
	Street sweeping to reduce blockage	Frequency of street sweeping	Current street sweeping schedule	Increase frequency for high-risk streets
Maintenance	Maintenance inspections to identify maintenance defects proactively	Frequency of maintenance inspections	Current maintenance inspection program	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 timeframe	Monitoring number of customer request completed within the agreed timeframe.	Reactive inspections within 72 hours, cleaning and repair works in the drainage system within 7 days or as determined by staff	Reactive inspections with same frequency, cleaning and repair works in the drainage system as required Response to customer service request within 72 hours
Renewal	Asset renewal to ensure assets are renewed, providing service in line with community expectations at lowest lifecycle costs	Percentage 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	Stormwater – 91.82%	Maintain 100%
Disposal	Asset disposal for underperforming or underutilised assets	Disposal of assets	As identified and through renewal program	Major asset disposals are identified and planned

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Water quality – technical levels of service

Lifecycle activity	Purpose of activity	Activity measure	Current performance	Target/future performance
Acquisition	To construct new assets to meet Sustainable Sydney 2030-2050 Continuing the Vision water quality pollution reduction targets	Computer modelling to estimate target performance	Current budget allows for 5 medium sized gross pollutant traps and 29 large sized gross pollutant traps by 2030 Likely results are 77% of target achieved for total suspended solids (1,723t), 140% of target achieved for total phosphorus (1.62t), 57% of target achieved for total nitrogen (4.9t), and 105% of target achieved for gross pollutants (307t)	Recommend 5 medium sized gross pollutant traps and 9 large scale gross pollutant traps by 2030 (after this the cost versus benefit ratio drops significantly) Likely results are 68% of target achieved for total suspended solids (1,513t), 128% of target achieved for total phosphorus (1.47t), 57% of target achieved for total nitrogen (4.9t), and 92% of target achieved for gross pollutants (268t)
	New assets to meet impact of population growth (currently projected at 1.07% per year)	Implementation of planning controls	Current budget does not cover this item	No change is recommended because more gross pollutant traps will have a low return on investment Impacts from population will be addressed through DCP water treatment requirements
Operation	Gross pollutant traps are emptied. The collected rubbish is removed and not allowed to re-enter the drainage.	Gross pollutant traps are emptied according to the cleaning schedule Gross pollutant traps cleaning reports are complete, and amounts removed are included in reports	Operation budget is currently considered sufficient	Operating budget is currently considered sufficient but is likely to have to increase as new acquisitions are completed

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Lifecycle activity	Purpose of activity	Activity measure	Current performance	Target/future performance
	Condition audit to collect condition data to inform capital renewal planning and revaluations	Specialist inspection of gross pollutant traps network	Every 5 years Current budget is considered sufficient. Cost is covered by servicing costs.	Every 5 years Operating budget is currently considered sufficient but is likely to have to increase as new acquisitions are completed
	Gross pollutant traps are inspected during cleaning to report any defects, maintenance issues	Defects/ maintenance issues are identified in the regular servicing	Current reporting arrangement meets operational needs	Operating budget is currently considered sufficient but is likely to have to increase as new acquisitions are completed
	Ensure that the gross pollutant traps are properly maintained and kept in good working order	Repairs to existing gross pollutant traps are completed in a timely manner	100% completion of identified maintenance activities	Maintain current
Renewal	To avoid service disruption, ensure assets at end of useful life are replaced with new assets of equal or higher performance	Assets identified as needing renewal are renewed in a timely manner	Water quality – 98.00%	Planned for 100%
Disposal	Asset disposal for underperforming or underutilised assets	Disposal of asset	Disposal through current program of work	Maintain current

Future demand planning

The future demand for stormwater services will increase as the population grows and urban areas become denser, creating more hard surfaces and greater volumes of runoff. Climate change is expected to bring more frequent and intense rainfall, which will increase the risks of local flooding, overloaded infrastructure and higher pollutant loads entering waterways. Community expectations for resilient blue-green infrastructure and cleaner waterways will also continue to rise. Demand will further be shaped by regulatory and strategic requirements for water quality and sustainability, as well as the handover of more assets from new developments and state-led projects, which expands the network and increases maintenance responsibilities.

To respond to these pressures, we'll prioritise capacity and resilience by targeting upgrades and renewals in high-priority catchments. We'll continue to improve network performance through proactive maintenance and CCTV-based condition assessment programs, and expand water-quality infrastructure where it's feasible and cost-effective. Demand will be managed and met through planning controls, improved governance for asset handovers, floodplain and risk management measures, and community education to help reduce litter entering the drainage network.

All future delivery will align with Sustainable Sydney 2030–2050 Continuing the Vision and our climate adaptation approach, with a strong focus on whole-of-life asset performance, the use of low-carbon materials and data-driven prioritisation to keep services reliable within available funding.

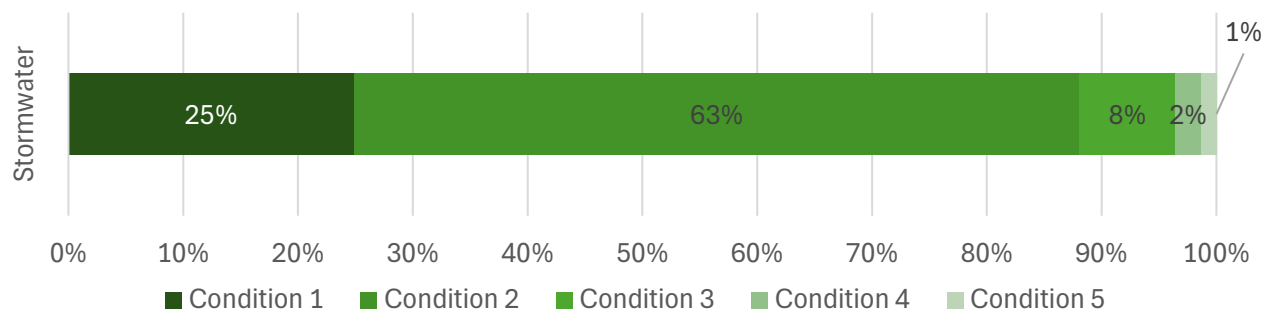
Current asset condition ratings

Stormwater

The condition charts below show the overall condition of pits and pipes within the areas where data has been fully collected. This completed collection area represents about 70% of the network and its coverage continues to increase each year. Some variation in condition results from year to year is expected as the sample size grows and as more CCTV footage is reviewed and analysed.

All pipes within the assessed area that are rated in condition 4 or 5 have been included in the priority renewal works schedule.

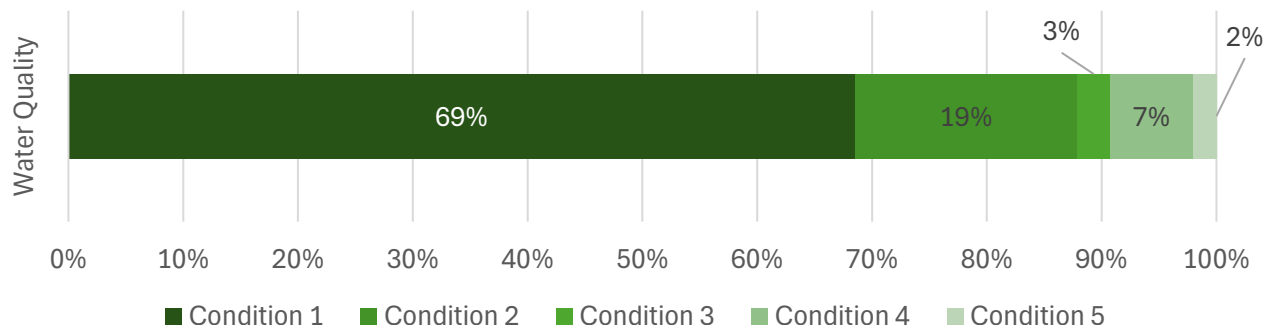
The chart below shows how the condition ratings of stormwater drainage assets are distributed, expressed as a percentage of their total replacement value.



Water quality

The condition charts below show the overall condition of water quality assets within the areas where data has been fully collected. This completed collection area represents about 70% of the network and coverage will continue to increase each year.

The chart below shows how the condition ratings for water quality assets are distributed, expressed as a percentage of their total replacement value.



Lifecycle management

The table below shows the trend in asset expenditure for the stormwater drainage network over the past 5 years. Operational and maintenance costs are drawn from actual business unit operating expenditure, while renewal, upgrade and new works expenditure is taken from our financial reports. The 5-year average is used as the basis for estimating long-term lifecycle costs.

Year	Operating/ maintenance (\$m)	Renewal (\$m)	Upgrade/expansion (\$m)
2020/21	1.9	3.9	1.3
2021/22	1.9	2.9	2.8
2022/23	2.0	2.9	1.3
2023/24	1.7	4.8	2.3
2024/25	1.7	5.7	2.4
5 Year Average	1.8	4.0	2.0

Maintenance, renewal and upgrade costs

This table shows an excerpt from the Report on Infrastructure Assets at 30 June 2025, prepared in line with the Office of Local Government Code of Accounting Practice and Financial reporting. It shows the estimates to bring the stormwater drainage assets to a satisfactory standard, as outlined in the 'estimate of cost to bring asset to satisfactory condition' section of the report.

Asset class	Asset category	Estimated cost to bring assets to satisfactory standard ⁴ (\$m)	Estimated cost to bring to the agreed service set by Council ⁵ (\$m)	2024/25 required maintenance (\$m)	2024/25 actual maintenance (\$m)
Stormwater drainage	Stormwater drainage	5.2	7.0	3.3	1.7

Our general definition of the agreed level of service is that any asset rated condition 4 (poor) or condition 5 (very poor) should be renewed as a priority.

⁴ In line with Office of Local Government requirements – reflects the estimated cost to restore all Council assets to condition 3 or better.

⁵ Reflects the estimated cost to restore all assets assessed to be at a condition below Council's minimum service levels. These standards (target conditions) reflect our strategy of maximising the useful life of assets before carrying out renewal works.

Conclusion

We've committed sufficient funding over the next 10 years to renew and expand our drainage infrastructure. A large share of funding is directed toward renewing and upgrading the network in line with floodplain risk plans and computer-based modelling. Renewal works will also be needed in the short term as CCTV inspections continue to identify pipes in poor or very poor condition.

We recognise that renewing and expanding stormwater drainage infrastructure is a high priority. Further funding is being directed towards addressing local flooding issues and improving water quality.

The estimates indicate we've budgeted at a level that supports a sustainable rate of renewal of drainage assets. We're meeting both our renewal commitments and the requirements of the Special Schedule – Report on Infrastructure Assets, in line with the performance measures set by the Office of Local Government.

Parks and greening

Background

Our park and open space network currently covers around 217.5ha across the City of Sydney local area, and it continues to grow. In 2024, we achieved 33.2% green cover, progressing toward the long-term target of 40% by 2050.

The city's tree population includes more than 49,000 trees, located throughout streets, parks, open spaces and properties we own.

The parks and greening network continues to expand to provide more green space for our growing communities. Recent additions include Wimbo Park, Butterscotch Park, Honeykiss Park, Getiela Sportsfield, the Drying Green, and the sportsfields at Perry Park and The Crescent.

Major new parks and open spaces are in progress or planned, which will add more new green space and recreation facilities. These include Gunyama Park (stage 2) and George Julius Avenue North, the Mandible Street Sports Precinct and 22 O'Riordan Street, Alexandria. As the park network grows, it will place greater demand on resources for ongoing maintenance and renewal.

We're also in ongoing discussions with the NSW Government about the future handover of more parks and open spaces. These areas will provide more benefits for residents and visitors.

Street tree planting, streetscape upgrades and traffic-calming treatments continue to expand under our greening Sydney program, alongside new cycleways and road and footpath renewal programs. While these projects meet increasing community demand for high-quality public spaces, they also add to our asset management and maintenance responsibilities.

Our parks renewal program monitors the condition of all parks and plans renewal works to keep most of our parks at condition 3 or better. Parks trending below condition 3 are included in upcoming renewal projects.

Renewal projects at Belmore Park, Alexandria Park, Harry Noble Reserve and Waterloo Park are planned for completion in the medium to long term to improve their condition and amenity.

Specific assets within parks, such as playgrounds, fitness equipment, sportsfields and other infrastructure, are usually assessed independently. Items such as playground equipment or playing surfaces are often renewed separately from whole park renewal projects to ensure safety, performance and timely replacement. This approach helps improve efficiency and reduces complexity in the renewal program.



Image 4. Perry Park Synthetic Field opening day, July 2024. Image: Katherine Griffiths/City of Sydney

Trees

Extensive urban renewal projects across our local area, including Green Square and Ashmore precinct, are creating new streetscapes and street tree assets. These trees are being established using best practice design and construction methods, often in highly engineered environments that support long-term growth.

Over the next 5 to 10 years, several major tree-related projects and programs are planned, including:

- greening Sydney strategy, which has targets to increase canopy cover
- urban forest strategy, which includes detailed canopy targets for different land uses and actions to improve the diversity and resilience of the urban forest
- street tree master plan – which continues to guide planting so the right tree is selected for the right location
- public domain upgrades, which provides new tree assets as part of development works.

Unlike engineered assets, tree assets don't have an upgrade category, only maintenance, renewal or expansion. The timing of tree replacement is difficult to predict because trees have different lifespans depending on their species, location and local environmental conditions. As a result, there is no formal renewal program. Instead, funding is allocated in the long-term financial plan to replace around 700 trees each year, based on current needs, along with funding for new tree planting.

Tree planning projects in parks and streets, particularly in-road tree planting, are expected to increase in scale over the coming years to ensure we meet our canopy cover targets.

We have an established and effective program for assessing tree condition and managing maintenance. This program guides decisions on tree removal and replacement and ensures all trees are maintained at condition 2 or above. This ensures the ongoing health and structural condition of trees and effective risk management.

Asset inventory and valuation

The table below shows the range, extent and asset replacement cost for our parks, open space and tree assets, along with related assets. This includes all parks the City of Sydney owns.

Asset types	Description	Quantity	Area (ha)	Replacement value (\$m)	Written down value (\$m)
Iconic	Parks of cultural and historical significance, significant size or prominent location and high visitation	23	112	408.3	142.2
Neighbourhood	Larger parks in villages and suburbs with high visitation, increased amenity and infrastructure such as sportsfields, playgrounds and toilets	40	29	192.7	68.7
Pocket	Local parks or street closures, generally small, with informal recreation areas for surrounding residents	282	32.6	196.9	91.7
Street greening	Landscaped areas within the road reserve on footpaths, nature strips, roundabouts and traffic blisters	2,014	29.2	61.4	30.7
Sportsfields	Areas of landscaped turf purposed for club and professional sport games and training	17	14.9	53.7	26.8
Total			217.7	913.0	360.1

Asset category	Description	Quantity	Replacement cost (\$m)	Written down value (\$m)
Trees				
Park	Contained within parks and open spaces	13,862	61.6	61.6
Street	Contained in the road reserve and footpaths	34,763	118.5	118.5

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Asset category	Description	Quantity	Replacement cost (\$m)	Written down value (\$m)
Property	Contained within City of Sydney properties such as childcare, community centres	679	2.4	2.4
Tree grates	Metallic grating at the pavement level around a tree		3.5	3.5
Total		49,304	186.0	186.0

Note: For purposes financial reporting purposes, trees are not depreciated. To assess lifecycle requirements, we apply a notional consumption rate based on usual tree lifespan. This approach helps estimate renewal needs over time and supports long-term planning for the urban forest.



Image 5. Bourke Street Park Community Garden, Woolloomooloo. Image: Mark Metcalfe/City of Sydney

Levels of service

Parks and greening – customer levels of service

Key performance category	Service objective	Performance measure process	Current performance	Future/target 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 customer surveys	Maintain
Function	Provide access to a diverse range of parks and open spaces in the city which ensure that user requirements are met	Customer satisfaction surveys	An overall satisfaction rating >8	Maintain
Capacity	Provide access to fields for sporting activities to occur	Monitoring and reporting of targets	Ongoing delivery of projects	Increase capacity equivalent to 20 turf fields by 2030
Safety	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 hours	Maintain
Responsive	Speed of response to public enquiries and requests	Timeframes outlined in completing customer service requests	>95% of customer requests completed within timeframes	Maintain

Trees – customer levels of service

Key performance category	Service objective	Performance measure process	Current performance	Future/target performance
Function	Improve environmental, social and financial benefits trees provide to the community and 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	Tree canopy in the local area is at 20.9% and 33.2% green cover (2024), both on track to achieve targets	By 2050 there will be a minimum overall green cover of 40%, including 27% tree canopy cover in the local area

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Key performance category	Service objective	Performance measure process	Current performance	Future/target performance
Safety	Provide a safe and hazard free environment	Trees inspected yearly. Reported accidents and incidents and claims	Dangerous hazards or public safety matters are responded to and made safe within 2 hours	Maintain
Responsive	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 3 weeks	Maintain

Environmental levels of service

The following asset management activities are essential to supporting environmental sustainability in parks and greening assets. They help us to achieve our environmental goals. The greatest opportunities for improvement in assets class are in water use, urban greening and biodiversity.

Community and technical levels of service for tree assets make a direct contribution to the environmental levels of service related to urban greening.

Current performance results in the table below reflect the 2024/25 year unless otherwise stated. Future performance targets are drawn from the environmental strategy, the greening Sydney strategy, the waste reduction and circular materials strategy or the operational plan, unless marked with an * to indicate a different source.

Type of measure	Level of service	Performance measure	Current performance	Future/target performance
Climate action	Reducing urban heat impacts by providing shade and passive cooling	Percentage of canopy cover – parks and street trees Number of new plants in parks and street gardens	Canopy cover parks: 35% (2024) Canopy cover streets: 30.1% (2024) 79,707 new plants	Canopy parks: 2030 – 39% 2050 – 46% Canopy streets: 2030 – 31% 2050 – 34%
Greening and canopy cover	Increase greening through park, tree and streetscape design and operation	Percentage of canopy cover – parks and street trees Percentage of green cover – parks	Canopy cover parks: 35% (2024, includes trees in state managed parks such as The Domain)	Canopy parks: 2030 – 39% 2050 – 46% Canopy streets: 2030 – 31% 2050 – 34%

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Type of measure	Level of service	Performance measure	Current performance	Future/target performance
			Canopy cover streets: 30.1% (2024) Green cover City of Sydney local area: 33.2% (2024)	Green cover City of Sydney local area: 2050 – 40%
Water stewardship	Install, use and maintain water capture and reuse infrastructure	Potable water consumption ML	120ML Meets target	Zero increase in potable water use yearly from 2006 baseline of 431,000kL
Water stewardship	Improve water consumption with smart water meters and irrigation systems, and weather and soil condition monitoring where available	Potable water consumption ML	120ML Meets target	Zero increase in potable water use yearly from 2006 baseline of 431,000kL
Restoration of natural environments	Identify opportunities for native vegetation regeneration and native wildlife habitat	Hectares (ha) of land managed	15.68ha managed as native bush restoration Meets target	13.5ha
Restoration of natural environments	Waste materials are collected, sorted and returned to productive reuse – construction and demolition	Percentage of construction and demolition resource recovery	93%	90% by 2030 95% by 2035

Environmental sustainability performance

The tables below show performance results from the past 5 years for environmental levels of service that offer the greatest opportunity to support our sustainability goals. Forecasts for future performance are included where possible.

Water use

Parks assets rely on water to maintain healthy vegetation. The way parks are operated to meet service levels can influence overall water use and may affect nutrient levels entering local waterways.

Year	Actual performance				
	2020/21	2021/22	2022/23	2023/24	2024/25
Parks assets potable water use (ML)	120	99	114	112	120

We operate 20 park-scale water harvesting systems to help reduce reliance on potable water and to manage drought risk.

Water use in parks is monitored and optimised using operational planning, smart irrigation systems and smart meters. These tools help us to adjust watering in response to weather conditions, detect and repair leaks, and identify opportunities to improve water efficiency.

A water-use forecast has not been developed because consumption varies according to park use, rainfall patterns and the occurrence of leaks.

Greening and biodiversity

Parks, open space and tree assets provide essential green infrastructure and habitat in one of Australia's most densely populated urban areas. Future climate conditions will affect these assets, such as through heat stress, weed invasion and changes to soil conditions or erosion. Decisions made now will help reduce the risk of future asset loss, especially for long-lived assets such as trees.

Our urban forest strategy, supported by the tree species list and street tree master plan, addresses these risks by providing research-based guidance, including identifying species that are likely to thrive under changing climate conditions.

We maintain 15 hectares of bush restoration land. These areas provide habitat for various plants and animals and supports local biodiversity. Qualified bush regenerators work in partnership with our employees to establish new restoration areas, improve habitat, support plant growth and manage weeds. Data gathered through citizen science programs that record local species is used to guide restoration activities and strengthen habitat protection and enhancement.

Energy use – parks lighting

We model the impact of planned projects on future emissions and energy use as a key part of our commitment to becoming a net zero organisation.

Electricity use from park lighting increased slightly over the past 5 years due to the expansion of open space in the local area. This includes facilities such as Perry Park sportsfield and the new Crescent synthetic sportsfield. Forecasts indicate that electricity consumption is expected to decrease slightly over time as further energy-efficient lighting upgrades are completed.

Year	Actual performance					Forecast performance				
	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Electricity consumption (MWh)	1,798	1,798	1,814	1,800	1,678	1,670	1,660	1,650	1,640	1,630

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There are no operational emissions associated with this asset class. Since July 2020 all operational electricity has been sourced from 100% renewable energy. Parks and open space operations don't use gas.

Emissions from fleet vehicles and contractor fuel use and waste generation are included in our carbon reporting. We cannot reliably attribute these emissions to activities in parks.

Technical levels of service

Parks and greening – technical levels of service

Key performance category	Service objective	Activity measure	Current performance	Future/target performance
Condition	Provide parks and associated infrastructure in appropriate condition for recreational activity and amenity	Survey of condition	>90% of parks (by number) in condition 3 or above	Maintain
Condition	Australian Standard Compliance	Inspections	100% of playgrounds inspected daily	Maintain
Function	Provide quality parks and open spaces satisfactory for the use of the community	Customer satisfaction surveys and customer requests	An overall satisfaction rating >8 in the customer surveys	Maintain
Function	Sportfields are safe and free of hazards to users	Independent condition assessment and report	Sportsfields maintained in line with inspection and maintenance schedules	Maintain
Capacity/Quantity	Maximise available hours for the community	Addition of new field capacity Record actual playing hours	Define and consistently measure and track playing hours.	To be captured in the future

Trees – technical levels of service

Key performance category	Service objective	Activity measure	Current performance	Future/target performance
Condition	Provide healthy trees in good condition for both passive recreation and amenity in parks and streets	Survey of condition	69% of tree assets in condition 1 100% of trees are above condition 3	Maintain

Community Asset Management Plan 2026–2029

Key performance category	Service objective	Activity measure	Current performance	Future/target performance
Condition	Provide a safe and hazard free environment	Ongoing inspections Reported issues and incidents	Dangerous hazards or public safety matters responded to & made safe within contract KPI	Meet Contract KPI
Condition	Informed and accurate assessments of tree health and structure in line with specification requirements	Monthly audit of service provider performance	Less than 2% of trees audited have an inaccurate or inappropriate assessment of tree health	Maintain
Condition	Trees are adequately and appropriately identified and proposed for removal based on informed and accurate assessments of tree health and structure	Monthly audit of service provider performance	None of the trees audited have been inadequately and inappropriately considered for tree removal	Maintain

Future demand planning

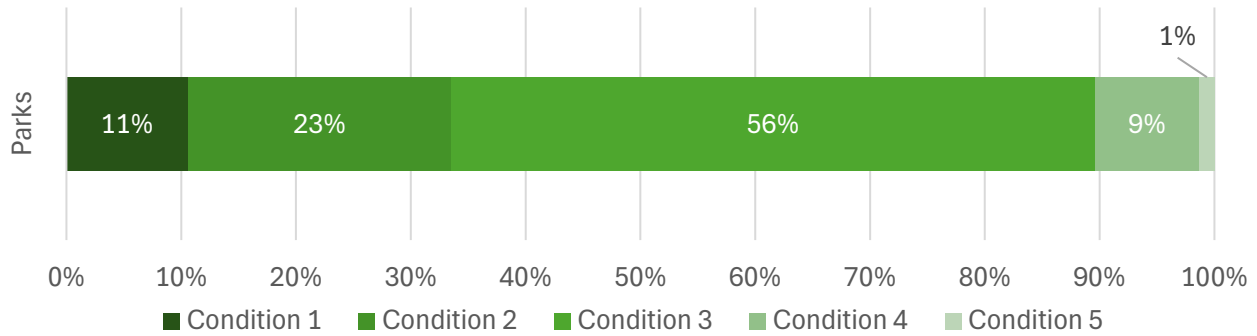
The city's future demand for parks and greening will be driven mainly by population growth, increasing urban density and changing community expectations for high-quality open space. As more residents live in compact housing and daily visitation increases, demand for parks, sportsfields, playgrounds and shaded, cool outdoor places will intensify. Climate change will put further pressure on these spaces, increasing the need for landscapes and tree canopy that can tolerate heat, drought and more frequent extreme weather.

To respond to these pressures, we plan to expand and renew green infrastructure using climate-adapted plant species, sustainable water systems and design approaches aligned with Sustainable Sydney 2030–2050 Continuing the Vision, the greening Sydney strategy and the urban forest strategy. Demand will be managed through targeted upgrades, improved planning for how spaces are used, resilience actions and optimised maintenance programs. These measures will help ensure parks, trees and greening assets remain resilient, functional and welcoming as demand continues to grow.

Current asset condition ratings

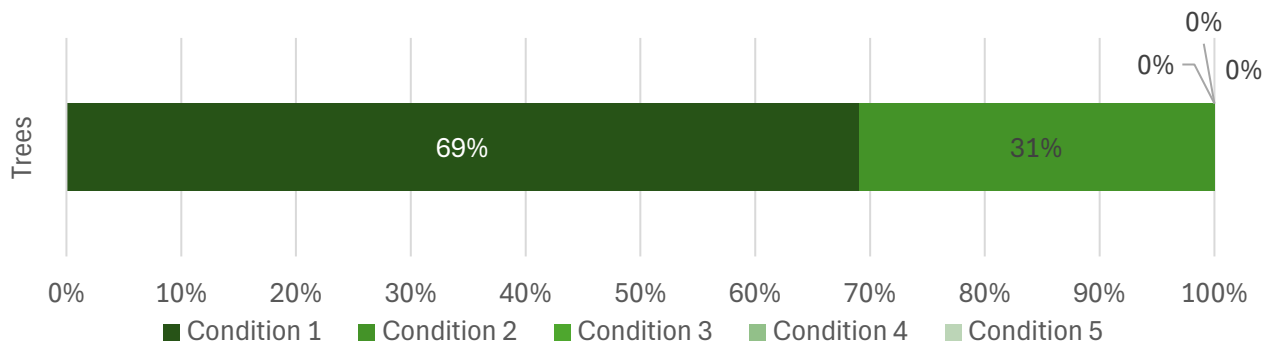
Parks

The chart below shows the condition ratings for parks and greening assets, expressed as a percentage of their total replacement value. Short-term variability in condition results is expected, as weather patterns can affect how parks are assessed from year to year.



Trees

The chart below shows the condition ratings for all trees in the City of Sydney local area. Street trees, park trees and trees on our properties are now recorded in a single dataset in the corporate asset management system and their condition is assessed using the same method. Because these are living assets, the condition ratings mainly indication overall tree health.



These photographs provide examples of the condition of parks and tree assets.

Condition

Parks

Trees

Condition 1 (very good)



Community Asset Management Plan 2026–2029

Condition	Parks	Trees
Condition 4 (poor)		

Lifecycle management

The table below shows the trend in asset expenditure for parks and greening assets over the past 5 years. Operational and maintenance expenditure is taken from actual business unit operating costs, while renewal, upgrade and new works expenditure is drawn from our financial reports. The 5-year average is used as the basis for estimating long-term lifecycle costs.

Parks

Year	Operating/ maintenance (\$m)	Renewal (\$m)	Upgrade/expansion (\$m)
2020/21	19.3	12.6	21.5
2021/22	19.6	7.8	13.7
2022/23	21.3	10.6	12.5
2023/24	23.0	17.9	23.3
2024/25	29.4	12.2	12.8
5 year average	22.5	12.2	16.8

Tree management

Year	Operating/ maintenance (\$m)	Renewal (\$m)	Upgrade/expansion (\$m)
2020/21	9.0	1.6	1.2
2021/22	9.2	1.5	0.8
2022/23	9.4	1.7	0.7
2023/24	10.0	1.8	2.2
2024/25	8.5	2.0	1.2

Community Asset Management Plan 2026–2029

Year	Operating/ maintenance (\$m)	Renewal (\$m)	Upgrade/expansion (\$m)
5 year average	9.2	1.7	1.2

Some tree maintenance costs are recorded together with general park maintenance activities. Capital upgrade and capital expansion for trees is also combined, as both categories relate to the planting of new trees.

Maintenance, renewal and upgrade costs

This table shows the Report on Infrastructure Assets as at 30 June 2025, prepared in line with the Office of Local Government of Accounting Practice and Financial Reporting. It outlines the estimated cost required to bring open space assets to a satisfactory standard, as described in the 'estimate of cost to bring asset to satisfactory condition' section of the report.

Asset class	Asset category	Estimated cost to bring assets to satisfactory standard ⁶ (\$m)	Estimated cost to bring to the agreed service set by Council ⁷ (\$m)	2024/25 required maintenance (\$m)	2024/25 actual maintenance (\$m)
Open space and recreational assets	Open space	22.4	42.4	23.9	29.4

Our general definition of the agreed level of service is that any asset rated as condition 4 (poor) or condition 5 (very poor) should be renewed as a priority.

Conclusion

We're allocating sufficient funding to maintain parks infrastructure, with significant investment directed toward renewing and upgrading parks and planting new trees. This funding also supports the construction of new sportsfields. We continue to work with the NSW Government to advocate for more parks in the City of Sydney local area.

We're managing these assets effectively and meeting the maintenance and renewal requirements identified in the Special Schedule – Report on Infrastructure Assets, in line with the performance measures set by the Office of Local Government.

The commitments in our greening Sydney strategy will expand the urban tree canopy and increase the total number of trees across the city. These future needs have been accounted for in our medium-to long-term planning.

⁶ In line with 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.

⁷ Reflects the estimated cost to restore all assets assessed to be at a condition below Council's minimum service levels. These standards (target conditions) reflect our strategy of maximising the useful life of assets before carrying out renewal works.

Buildings

Background

Our portfolio includes administration and services, sports and recreation, public amenities, community and creative, and investment and revenue buildings.

Recent major projects include Green Square Public School, in partnership with the NSW Department of Education, following the broader Green Square urban renewal project. The timing and funding for new, expanded or upgraded facilities will influence future budget allocations and potential development contributions, and this will be reflected each year in the long-term financial plan.

Regular inspections, continuous risk assessments, compliance checks and condition evaluations help us to make informed decisions about reactive and planned maintenance, capital expenditure forecasts and long-term property planning.

Condition is a key factor in decision-making for the buildings portfolio and guides our renewal programs. We aim to maintain assets at condition 3 (satisfactory) or better on a 1 to 5 scale. Condition assessments are based on remaining useful life and the current plan is to address all known condition 4 and 5 assets in the next 4 years. A condition framework has been established to support consistent and transparent assessments and to help achieve this objective.

Property maintenance is carried out by an external service provider and includes preventive and corrective work as well as operational projects. We're continuing to improve the accuracy and reliability of our asset data to support better decisions across all stages of the asset lifecycle.



Image 6. Centennial Hall within Sydney Town Hall. Image: Abril Felman/City of Sydney

Asset inventory and valuation

The table below provides a description and quantity of the building assets in our portfolio.

Asset category	Quantity	Replacement cost (\$m)	Written down value (\$m)
Buildings	277	2,867.6	2,242.9

The total number of buildings includes those we own and manage, buildings managed by third parties – such as the Queen Victoria Building, Capitol Theatre, Capitol Square (Watkins Terrace) and the Manning Building – or buildings leased by us.

Financial accounting valuation is based on a mix of market value (where available) and replacement (where value market is not available). Gross replacement values are reported in Special Schedule 7. In some cases, the financial statements included assets leased to or by us, such as the Queen Victoria Building, even though we don't have day to day maintenance responsibility for them.

Current replacement value (insurance value) reflects the estimated cost to replace all buildings under our control and forms the basis for the insurance coverage of the portfolio.

Levels of service

Buildings – customer levels of service

Key performance category	Service objective	Performance measure process	Current performance	Future/target performance
Function	Ensure each building has met compliance obligations	Carry out independent yearly certification to ensure critical assets and facilities pass compliance audits	Ongoing	No non-compliance incidents reported
Safety	Minimise significant risks to the public, staff and contractors	Operational criticality assessment and risk indexation via criticality framework	Ongoing	Assess criticality and risk on critical assets

Environmental levels of service

The following asset management activities are essential to supporting environmental sustainability in buildings assets and help us to achieve our environmental goals. The greatest opportunities for improvement in this asset class are in energy use and electrification, water use and resource recovery.

Current performance results in the table below reflect the 2024/25 reporting year unless otherwise stated. Future performance targets are drawn from the environmental strategy, the greening Sydney strategy, the waste reduction and circular materials strategy or the operational plan unless marked with an * to show a different source.

Community Asset Management Plan 2026–2029

Type of measure	Level of service	Performance measure	Current performance	Target performance
Climate action	Reduce direct operational emissions and fossil gas use by electrifying our buildings, plant and equipment	Gas consumption (GJ) Total carbon emissions tCo2e	51,905 GJ 3,889 tCo2e	Zero fossil gas use by 2030 85% reduction in emissions from 2006 baseline
Climate action	Ensure appliances, plant and equipment are as energy efficient as possible	Electricity consumption (MWh) Gas consumption (GJ)	20,329 MWh 51,905 GJ	30% reduction in total energy consumption by 2030
Climate action	Reduce embodied carbon through material and design specifications	kg/Co2e	Measurement and baseline being established	TBC following baseline establishment
Water stewardship	Build water resilience in our operations with increased efficiency and non-potable water use	Total water consumption (ML) Potable water consumption (ML)	255 ML (potable water consumption) Meets target	Zero increase in potable water use yearly from 2006 baseline
Water stewardship	Install, use, and maintain water capture and reuse infrastructure	Water produced by water harvesting systems (ML)	Measurement and baseline being established	TBC following baseline establishment
Restoration of natural environments	Waste materials are collected, sorted and returned to productive reuse – operations	Percentage diverted from landfill Percentage recycled	92% diversion from landfill 55% source separated recycling	90% diversion from landfill with 50% recycling by 2030 90% diversion from landfill with 60% recycling by 2035
Restoration of natural environments	Waste materials are collected, sorted and returned to productive reuse – construction projects	Percentage resource recovery – construction and demolition Percentage resource recovery – strip out	93% construction and demolition	Construction and demolition 90% by 2030 95% by 2035 Strip out resource recovery: 60% by 2030 70% by 2035
Restoration of natural environments	Specifying recycled content materials to reduce damage to ecosystems from extracting virgin resources	Percentage recycled content	Measurement and baseline to be established	TBC following baseline establishment

Environmental sustainability performance

The tables below show performance results from the past 5 years for the environmental levels of service that offer the greatest opportunity to support our sustainability goals. Forecasts for future performance are included where possible.

Operational carbon emissions and energy use

The City of Sydney models the impact of planned projects on future emissions and changes in energy use as part of our commitment to becoming a net zero organisation.

Operational energy use in our property portfolio includes electricity in all buildings and gas used to heat pools. Since July 2020 all operational electricity has been sourced from 100% renewable energy. As a result, there are no emissions associated with electricity use in this asset class. Remaining operational emissions come from the use of gas in buildings and refrigerants in air-conditioning systems.

Gas consumption declined in 2024/25 due to our electrification program, which includes projects to convert water-heating equipment in aquatic centres to electric systems. Although electricity use increased in 2023/24, electrification projects still reduce overall emissions by lowering gas consumption.

Forecasts indicate that emissions associated with this asset class will continue to decline over the period of the environmental strategy 2025–2030.

Year	Actual performance					Forecast performance				
	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Electricity consumption (MWh)	15,667	15,946	18,662	20,282	20,329	20,700	21,400	23,800	31,500	39,100
Gas consumption (GJ)	87,464	79,422	88,601	70,448	51,905	51,000	49,000	42,100	21,000	0
Total carbon emissions tCo2-e	6,486	6,112	6,286	5,177	3,889	3,840	3,720	3,270	1,890	510

Emissions from fleet vehicles, contractor fuel use and waste generation are included in our overall carbon reporting. These emissions cannot be reliably attributed specifically to property-related activities.

Water use

Property asset water use includes the water for our aquatic centres, as well as water use by occupants in the buildings we own. Smart meters are used to detect leaks and identify opportunities to improve water efficiency. The increase in water use in 2022/23 was due to the opening of the new aquatic centre at Gunyama Park.

Year	Actuals				
	2020/21	2021/22	2022/23	2023/24	2024/25
Property assets potable water use (ML)	215	193	293	253	255

A water use forecast has not been developed because water consumption depends on building occupancy and the occurrence of leaks.

Community Asset Management Plan 2026–2029

Resource recovery

Property assets provide options for separating waste at the source, helping reduce the amount of waste sent to landfill and supporting higher recycling rates. Town Hall House, Eveleigh Early Learning and Preschool, and Ultimo Community Centre have onsite organic waste processing equipment. The processed material is then used in our parks.

Year	Actuals				
	2020/21	2021/22	2022/23	2023/24	2024/25
Operational waste diverted from landfill	92%	93%	90%	92%	92%
Source separated operational waste	52%	54%	51%	49%	55%
Construction and demolition recycling rate – building construction	93%	88%	94%	85%	93%

Buildings – technical levels of service

Key performance category	Service objective	Activity measure	Current performance	Future/target performance
Condition	Ensure each building is presented and maintained in an acceptable condition	Ongoing condition assessment via FMA and condition assessment	Ongoing	Any condition 4/5 rated assets will have plans to be addressed

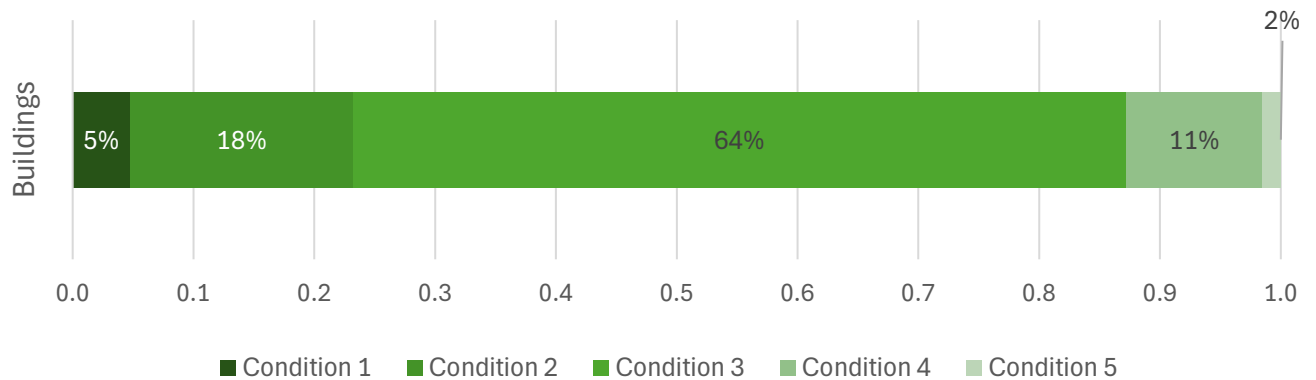
Future demand planning

The city's future demand for buildings will be shaped by population growth, changing community needs and higher expectations for safe, accessible and inclusive public facilities. As usage patterns evolve across libraries, community centres, childcare facilities, operational depots and civic venues, buildings will need to remain and capable of supporting contemporary service delivery. Increasing regulatory requirements for safety, compliance and accessibility will also place greater demands on the asset portfolio, especially for ageing buildings.

Climate change adaptation and sustainability commitments will further influence expectations for building performance, including the need for electrification, improved building systems and higher standards of energy and water efficiency. Meeting this demand will require targeted renewals of critical and end-of-life assets, the application of the Environmentally Sustainable Asset Specifications (ESAS), and improved monitoring, data quality and predictive planning as our asset management maturity continues to grow.

Current asset condition ratings

The chart below shows how the condition ratings for our building assets are distributed, expressed as a percentage of their total replacement value.



Condition 1 (very good)



Condition 5 (very poor)

Lifecycle management

The table below shows the trend in asset expenditure for the buildings portfolio over the past 5 years. Operational and maintenance costs are drawn from actual business unit operational expenditure, while renewal, upgrade and new works expenditure is taken from our financial reports. The 5-year average is used as the basis for estimating long-term lifecycle costs.

Year	Operating/ maintenance (\$m)	Renewal (\$m)	Upgrade/expansion (\$m)
2020/21	36.2	13.5	30.7
2021/22	40.0	17.3	12.5
2022/23	46.7	24.1	14.5
2023/24	50.0	28.5	20.4
2024/25	51.3	45.3	22.8
5 year average	44.8	25.7	20.2

Maintenance, renewal and upgrade costs

This table shows the Report on Infrastructure Assets as at 30 June 2025, prepared in line with the Office of Local Government Code of Accounting Practice and Financial Reporting. It shows the estimated cost required to bring our buildings assets to a satisfactory standard, as outlined in the 'estimate of cost to bring asset to satisfactory condition' section of the report.

Asset class	Estimated cost to bring assets to satisfactory standard ⁸ (\$m)	Estimated cost to bring to the agreed service set by Council ⁹ (\$m)	2024/25 required maintenance (\$m)	2024/25 actual maintenance (\$m)
Buildings	35.0	74.8	52.2	51.3

We set a target or minimum condition level for each building in the portfolio. These targets reflect the current strategy for that building. In some cases, a building may have a poor target condition as because it's planned for upgrade or closure. For property assets, our agreed level of service is defined as the cost required to bring each building up to its condition target.

Conclusion

The long-term financial plan indicates that we've budgeted at a level that supports a sustainable rate of renewal of building assets. We're meeting both our renewal commitments and the requirements of the Special Schedule – Report on Infrastructure Assets, in line with the performance measures set by the Office of Local Government.

There are several challenges that affect works delivery, including our asset management maturity, delivery capacity, latent conditions within older buildings and increasing construction costs. In the short term, internal resources will shift from upgrade and expansion projects toward renewal activities.

Lifecycle cost estimates will continue to be refined in future versions of this plan, following completion of the overarching property strategy and building management plans.

⁸ In line with 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.

⁹ Reflects the estimated cost to restore all assets assessed that are at a poorer condition than Council's minimum service levels. These standards (target conditions) reflect our strategy of maximising the useful life of assets before carrying out renewal works.



Draft People Strategy 2025–2029

2026 Update

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 employee at Waterloo Library. Image: Abril Felman/City of Sydney



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.

Executive summary

The Community Strategic Plan Delivering Sustainable Sydney 2030–2050 identifies the main priorities and aspirations of our communities and includes the strategies we can take to achieve these. The plan's 10 strategic directions and 6 guiding principles consider the values expressed by our communities 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 translates the community's aspirations and strategic goals into actions. It identifies the major activities we'll carry out to perform all our functions using the resources identified in our resourcing strategy.

When deciding which activities to carry out and the level of service we can provide, we must consider the resources available to us – our workforce, financial sustainability, technology and assets.

Our people strategy is an important part of our resourcing strategy and is updated every 4 years with each new delivery program. Achieving the aspirations of our communities and related projects will depend largely on the commitment and expertise 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.

As we face cost of living pressures, we also recognise that the future will continue to bring considerable disruption. This means we must develop and implement proactive strategies now to shape the future of our workforce, in service to our communities.

Our people strategy 2025–2029 outlines the main issues impacting our workforce. It will guide people-related decision making, priorities and investment to support the outcomes in the community strategic plan.

This strategy forms an important part of our integrated resource planning, ensuring we can achieve our business goals and are future ready. It recognises evolving community needs and the skills our people required 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 including flexible working, innovation, employee wellbeing and workforce agility. By building on these foundations, we'll ensure our organisation is financially sustainable and its practices and capabilities keep pace with and embrace the new world of work.

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'll support our employees to be their best selves, acting in the best interests of the communities we serve.
2. Adapting our ways of working for the future.
3. Strengthening our value proposition and recruitment experience to attract and retain diverse, skilled people, while using effective workforce planning and efficient ways of working to support our long-term financial sustainability.

Why we're doing this

How we developed this strategy

The people strategy 2025–2029 forms an important part of our resource planning, ensuring we can achieve 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 people strategy, including:

- employee surveys
- stakeholder and leadership interviews
- employee 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.

Feedback helped us understand where we are now and where we want to be in the future.

Employees consistently told us the City of Sydney has many strengths as an employer. People feel safe at work, they're connected to their teams and are supported with the information, tools and resources to perform their roles.

We heard there are opportunities to better attract, engage and grow the current and future workforce. This includes strengthening the connection between individual and organisational purpose, offering a clear, attractive and holistic employee value proposition, and evolving our ways of working to enable stronger collaboration and inclusive flexibility.

We're operating in a changing environment

To stay progressive force and continue leading in a changing environment, we need to understand what is ahead and plan our direction accordingly.

As work becomes increasingly virtual and digital, we must strengthen existing team relationships and build stronger connections across the whole organisation.

Finally, there are also several global trends that will significantly shape 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
- artificial intelligence
- economic transition.

To lead change in this environment, we need to listen to the concerns, ideas, and aspirations of our communities as use these insights to shape local solutions. We must also work effectively partner with other councils, business and community organisations. To do this well, our organisation needs the right culture, skills and experiences so we can stay responsive and set ourselves up for future success.

The strategy sets the direction for our planned evolution

This strategy outlines how we'll be intentional about what we do next – for our people and with them. We recognise that meaningful change is challenging and will require consistent focus over the next 4 years and beyond. As an organisation, we're committed to leading this evolution, investing in the right resources and maintaining a clear focus on action and implementation to bring the strategy to life.



Image 1. New City of Sydney employees 2024. Image: Chris Southwood/City of Sydney

Alignment with our diversity and inclusion action plan

Equal employment opportunity and diversity and inclusion principles guide all our work.

The 2025–2029 people strategy is based on our commitment to creating a diverse, inclusive workplace that is free from discrimination and racism. We recognise that a diverse and inclusive workforce strengthens our performance, supports innovation and improves the quality of the services we provide.

Our EEO, diversity and inclusion action plan 2022–2026 supports this strategy. It reinforces that promoting equity, diversity and inclusion is more than a legal obligation – it is essential to our success as a local government organisation that serves diverse communities who live, work and visit the City of Sydney local area.

We want the City of Sydney to be a place where everyone has an equal opportunity to work with us, develop their skills and progress their careers. We aim to strengthen our approach to social responsibility across procurement, employment, workplace supports, engagement, accessible communication and collaboration.

In May 2023, Council asked 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 framework has now been developed, and we're working with stakeholders to communicate and pilot it throughout 2026.

Our sixth inclusion (disability) action plan was developed in 2025. To help create a more inclusive and accessible city, we invited feedback from people with disability and other stakeholders. Their insights informed this new action plan.



Image 2. City of Sydney rangers. Image: Abril Felman/City of Sydney

People strategy 2025–2029

Our people strategy continues to focus on 3 key objectives. Together, these recognise that constant change is the 'new normal', and that we must keep evolving and adapting to meet the demands of a changing environment and the future of work.



Figure 1. Diagram of people strategy objectives

Objective 1: Foster a people first culture

In 2009, Council first endorsed Sustainable Sydney 2030: the Vision. It was updated in 2022 to Sustainable Sydney 2030–2050 Continuing the Vision.

Over the past 15 years, our vision for a more sustainable Sydney has given us a strong sense of purpose and momentum. It's attracted new employees and motivated those already working with us.

While a clear vision is still important, the world of work has changed. Community expectations are rising, and people want us to be more responsive, future-focused and representative of the diverse communities we serve. Employees also now expect workplaces that are empathetic, efficient and enriching.

In this context, we recognise the need to reenergise our people and workplaces, and to strengthen the sense of purpose and engagement felt by employees and managers. The next phase of our journey to 2050 gives us an opportunity to do this as we continue to adapt, innovate and transform to meet new expectations.

At the heart of our people strategy, this objective strengthens the link between the experience of our people and the experience of the community we serve. Put simply, our communities benefit when we have a highly energised workforce – people who feel joy, inspiration and a sense of meaning through their connection to our purpose and the communities we support.

Our workplace culture and practices must fuel our collective drive while also meeting people where they are. To achieve this, we'll focus on reconnecting employees with the organisation's vision and updated values and build the capability in our leaders to lead with empathy and model collaboration, inclusion and accountability in the new world of work. By creating a people-first culture, we'll support our employees to be their best and act in the best interests of our communities.

Priority actions

- Reinforce employee connection to our purpose and vision to drive energy and engagement
- Strengthen connections between our communities 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 our mentally healthy workplace plan to support workplace wellbeing
- Build and strengthen leadership capabilities for the new world of work, including:
 - managing teams in the context of digitisation and new ways of working
 - stakeholder engagement and collaboration
 - building a diverse workforce and inclusive ways of working.

Objective 2: Adapt our ways of working

With a strong workplace culture and experience at the centre of our approach, we'll focus on keeping pace with and embracing the new world of work.

Community expectations continue changing. Local businesses, residents and visitors are changing how they use online services and how they connect socially. They expect information and services to be easy to access, simple to use and available at all times. To design seamless, community-centred services, strong collaboration across the organisation is essential.

Employee expectations have also changed with the growth of hybrid and flexible ways of working. Many employees in Australia now expect to be able to complete tasks digitally, at any time and from any location.

To remain a leading employer and a role model in government, we'll reshape how we work. This includes defining new ways of working that align with our culture and enable collaboration at all levels. We'll outline a clear vision for how we work, share successful examples of cross-functional collaboration, and refresh our flexible and hybrid working practices to make sure they meet the needs of our diverse workforce.

We also recognise that preparing for the future means strengthening the advanced skills needed to stay responsive in an increasingly digital world. Through strategic workforce planning and targeted capability development, we'll build digital and data literacy, technical expertise and human-centred mindset across the organisation so we continue to design services with the user in mind.

We'll also support our leaders to be adaptive, empathetic and confident in navigating change and complexity.

By achieving this, we'll create enriching, connected and skilled ways of working for our people – ultimately achieving better outcomes for our communities.

Priority actions

- Equip managers to lead effectively in hybrid and flexible work environments
- Strengthen our hybrid work practices to improve collaboration and build stronger connections across the workforce
- Develop the advanced skills needed to drive progress and stay responsive in an increasingly digital world
- Embed a human-centred mindset across the organisation so services are designed with the user's needs at the forefront
- Support our leaders to be adaptable, empathetic and confident in managing change and complexity.

Objective 3: Strengthen our value proposition and recruitment experience

To achieve the impact our community expects, we need the right people, with a wide range of skills and experiences. We also recognise that the broader job market is experiencing significant shortages, making it more competitive and challenging to attract people from outside the organisation.

Talented people have many choices about where they work, so we need a strong employee value proposition – the rewards, benefits, and experiences we offer our workforce. To stay competitive, our recruitment process must clearly show what a career at City of Sydney can offer and help attract talented candidates.

We also need to ensure our leaders and managers have the insights and tools to make strategic hiring decisions so we have the right people, in the right roles, at the right time.

This means improving our internal recruitment processes to create a better experience for candidates and hiring managers, strengthening our employee value proposition and working with other organisations to attract diverse and skilled people to careers in local government. It also means building capability in managers and leaders to make evidence-based recruitment decisions.

To retain our existing employees, we need to deliver on our value proposition by giving people opportunities to shape their own growth and development. This includes expanding on-the-job learning experiences and offering competitive formal learning options.

If we achieve this, City of Sydney will be an employer of choice for people of all ages, backgrounds and abilities. Managers will also have the confidence and support they need to recruit effectively in a rapidly changing employment landscape.

Priority actions

- Improve our recruitment processes so they're faster and provide a better experience for both candidates and hiring managers
- Refresh our employee value proposition to help attract and retain diverse, skilled people
- Review our graduate and cadet programs to better attract and retain diverse early-career talent
- Invest in developing the skills we'll need in the future, including:
 - human-centred design and service
 - data analytics and insights
 - digital literacy
 - innovation and continuous improvement.
- Partner with other organisations to promote the value of careers in local government and attract diverse, skilled people to the sector.



Image 3. New starter forum October 2025, Town Hall House. Image: Chris Southwood/City of Sydney

Supporting documents

Our workforce profile 2025

Workforce at a glance¹

- At 30 June 2025, we had 2,011 employees, excluding casuals and agency employees.
- 55.9% of employees were male, compared to 44.1% female.
- 3.5% of employees identified as Aboriginal and/or Torres Strait Islander.
- 2.5% of employees identified as living with a disability.
- 28.1% of employees reported that they were from a culturally and linguistically diverse background.
- 6.4% of employees identified as people of diverse sexualities and genders (formerly referred as LGBTQI+).

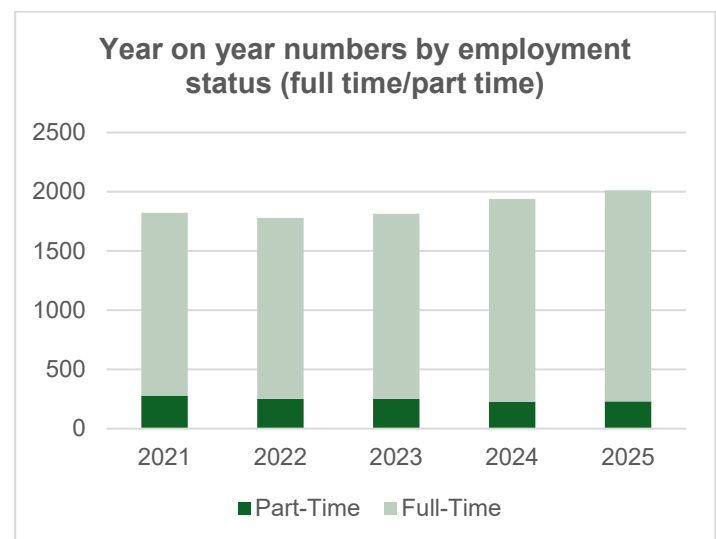
Workforce composition

Our workforce consists of people employed on a continuing, fixed term and casual basis, supplemented with agency workers.

Contingent employees (casual employees and agency workers) meet fluctuating demand for seasonal work or major events such as New Year's Eve.

At 30 June 2025, there were 2,011 non-casual employees, of which 94% were employed on a permanent basis and 6% were employed on a fixed term basis. In addition, there were 229 casual employees.

88.6% of employees are employed full-time as shown in the graph below.



Source: Workforce Profile extract as at June 2025

¹ Sourced from the City of Sydney's workforce profile data as at 30 June 2025. Non casual employees include – permanent, term contracts, apprentices.

Separations

The voluntary separation rate (also known as the employee-initiated separation rate) for permanent and fixed term employees during 2024/25 was 4.5% as compared to 6.4% in 2023/24. This is attributed to efforts made to retain employees, alongside the stabilisation of the broader labour market.

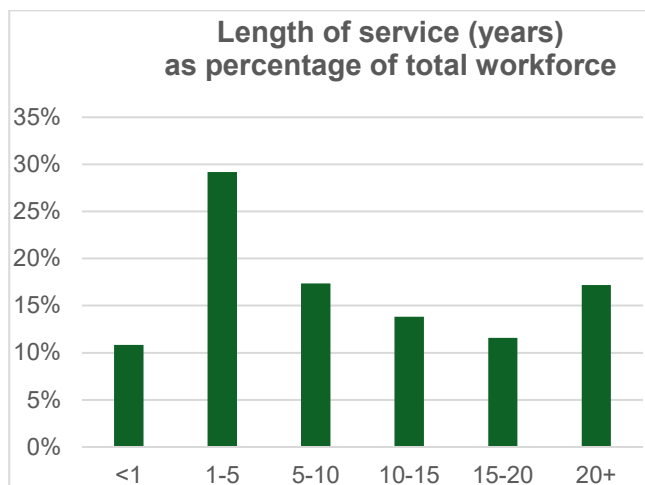
The separation rate for new employees, i.e. those that commenced during 2024/25, excluding the completion of term appointments (also known as the new starter turnover rate) was 6.0% as compared to 7.7% the prior year.

Length of service

The median length of service of permanent employees on 30 June 2025 was 7 years, in line with the median length of service of 6.4 years in NSW public sector agencies².

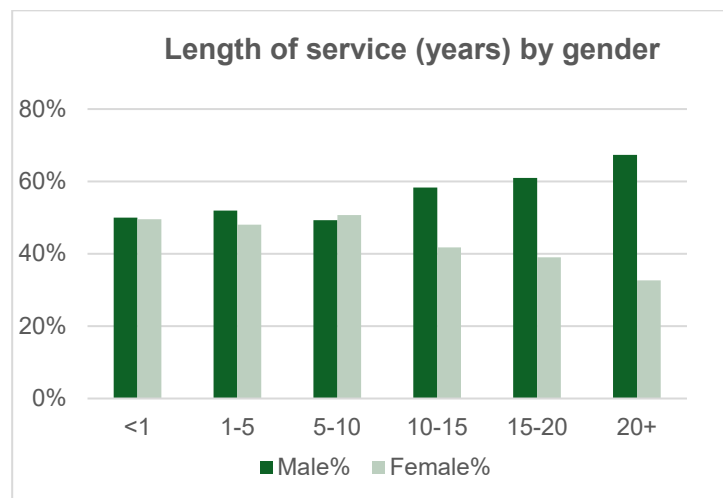
Overall, 32.6% of employees had less than 3 years of service and 41.4% had less than five years of service.

The graph below shows length of service in years.



Source: Workforce profile extract as at June 2025

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 in our organisation, particularly at 20+ years of service.



Source: Workforce Profile extract as at June 2025

Age

At 30 June 2025 the average age of permanent and fixed term employees was 46.8 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 55.4% of our workforce.

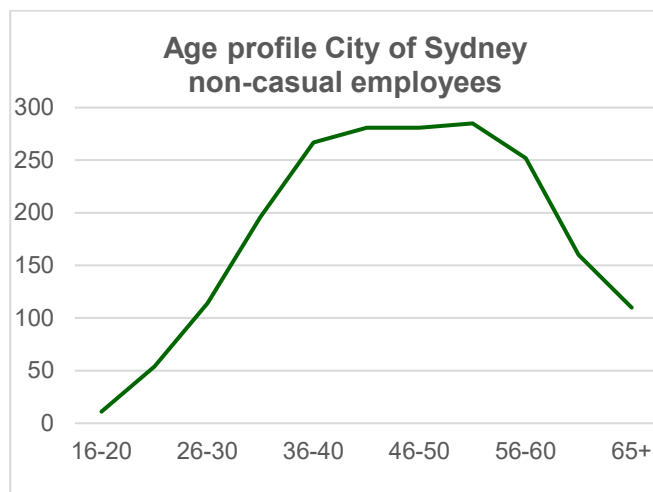
16.3% of employees were aged under 35 years, which is lower when compared to NSW public sector employees which have 28.1% at 30 June 2025.

There are 26.0% of City of Sydney employees aged 55 years and over. In comparison, 22.6% of employees in NSW public sector agencies were aged 55 years and over at 30 June 2025³.

² NSW Public Service Commission Workforce Profile Report 2025.

³ NSW Public Service Commission Workforce Profile Report 2025.

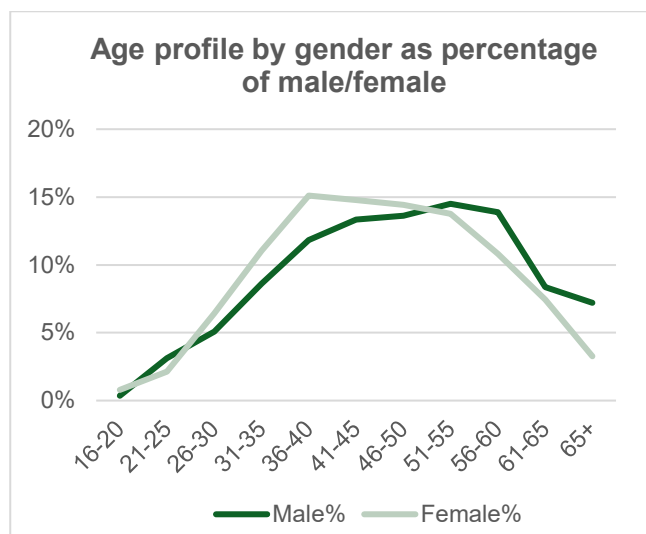
The graph below shows the number of employees in each of the age groups.



Source: Workforce profile extract as at June 2025

The age profile for male employees is older than for female employees. 62.0% of permanent and fixed term female employees are aged under 50 years compared to 53.1% of males.

The graph below shows the age profile of employees by gender.



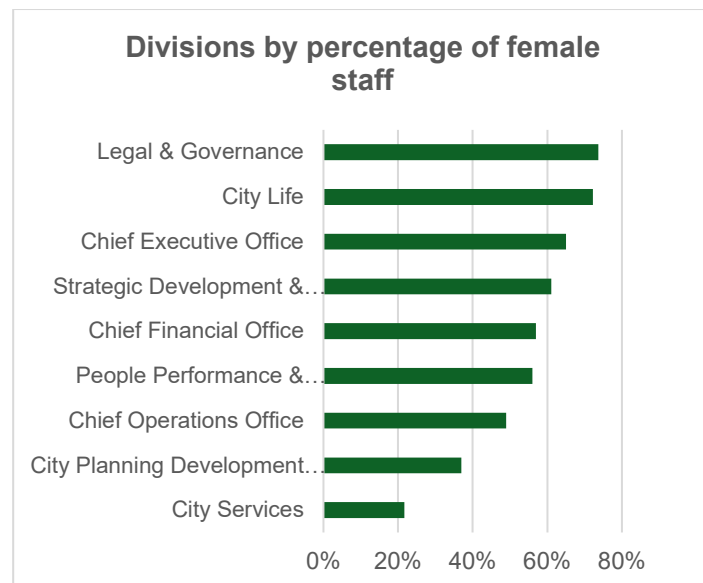
Source: Workforce profile extract as at June 2025

Gender

At 30 June 2025, 55.9% of permanent and fixed term employees were male, compared to 44.1% female.

Female employment has increased over the past years, from 39.2% in 2012, to the current level of 44.1%.

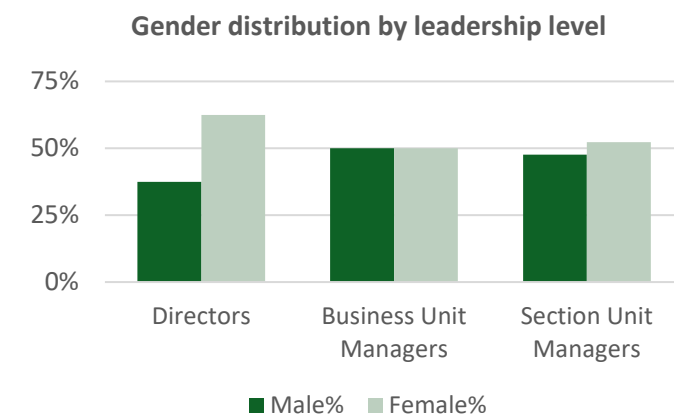
The percentage of female employees varies across our organisation. Amongst our divisions, City Life and Legal & Governance divisions has the highest percentage of permanent and fixed term female employees, followed by Strategic Development & Engagement division.



Source: Workforce profile extract June 2025

At 30 June 2025, the overall proportion of female employees performing managerial and supervisory roles at the City of Sydney was 52.5% as compared to 41.8% in 2014. This is higher than the overall percentage of female employees in our organisation (43.2%).

The next graph shows that in 2025, the proportion of women at director level was 62.5%, at the business unit manager level was 50.0% and at section manager level was 52.3%.



Source: Workforce profile extract June 2025

Pay equity

In 2025 we undertook its ninth gender pay equity review guided by the Workforce Gender Equality Agency (WGEA) framework. We calculated our gender pay gap (the gap between the average total remuneration of women and men across our organisation) on 2 measures of pay – ‘total remuneration’ (base pay plus variable pay including overtime) and ‘base salary’.

Our total remuneration gender pay gap was 2.8% in favour of women compared to WGEA total remuneration national pay gap of 21.1 per cent in favour of men and the public sector pay gap of 6.4% in favour of men.

The base salary gender pay gap was 8.3% in favour of women. This compares with the national gender pay gap of 11.5%.

Diversity and inclusion

Aboriginal and Torres Strait Islander employees

At 30 June 2025, 3.5% of our permanent and fixed term employees identified as being a person of Aboriginal or Torres Strait Islander descent. This compares to 4.0% reported in the NSW Public Sector Workforce Profile, 2025⁴.

We are working towards our Stretch Reconciliation Action Plan employment target of 4.6% by 2028.

The City Services division has the highest percentage of Aboriginal and Torres Strait Islander staff (5.0%), followed by City Life (3.9%).

Employees with disability

At 30 June 2025, 2.5% of our permanent and fixed term employees reported having one or more limitations or restrictions associated with a disability. This compares to 2.8% of employees reported in the NSW Public Sector Workforce Profile, 2025⁵.

We are working to increase the participation of people with disability in our workforce in line with our Inclusion (Disability) Action Plan.

Culturally and linguistically diverse (CALD) employees

As at 30 June 2025, 28.1% of our employees identified as a part of culturally or linguistically diverse (CALD) group.

We implemented the Diversity Council Australia's Counting Culture methodology, which has improved the data capture for culturally and linguistically diverse employees.

⁴ NSW Public Service Commission Workforce Profile Report 2025.

⁵ NSW Public Service Commission Workforce Profile Report 2025.

Employees with diverse sexualities and genders

In 2017, we became one of the first councils to collect information for employees who identify as being LGBTQI+ employees. Currently 6.4% of our employees identify as being people with diverse sexualities and genders.

The table below shows changes over the last 4 years.

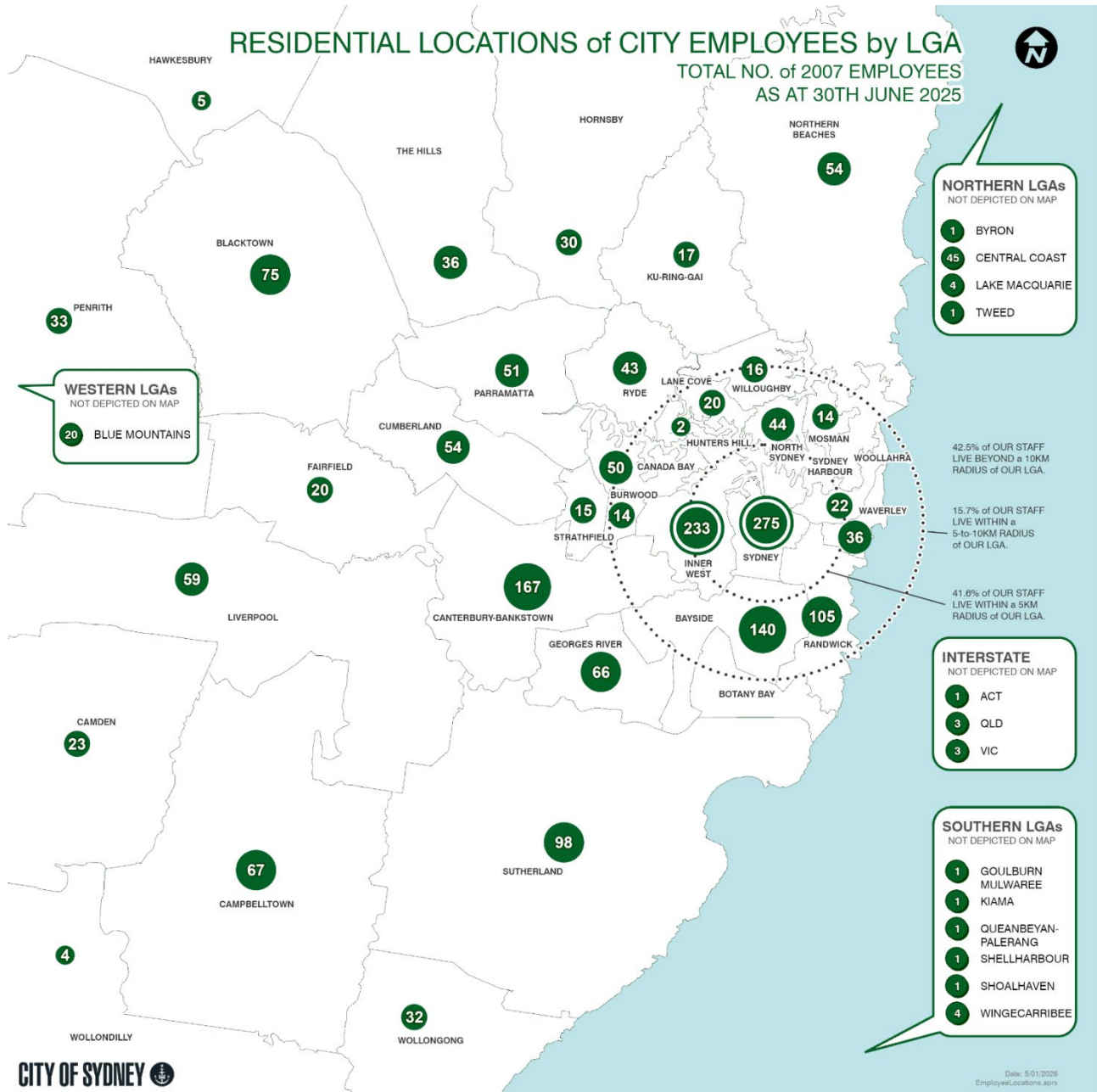
	2022	2023	2024	2025
Aboriginal & Torres Strait Islander employees	2.8%	2.9%	3.1%	3.5%
Employees with disability	1.5%	2.1%	2.4%	2.5%
Culturally and linguistically diverse employees	21.1%	24.3%	26.7%	28.1%
Employees with diverse sexualities and genders	4.4%	5.2%	5.6%	6.4%

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.

Where do the City of Sydney's employees live?

At 30 June 2025, an estimated 13.7% of our permanent and fixed term employees lived within the City of Sydney local government area. This represents the largest group of our employees. In addition to proximity to the workplace, we have supported the direct employment of people who live in the local area, particularly Aboriginal and Torres Strait Islander residents.

The heat map below shows the residential locations for our employees.



EEO, diversity and inclusion action plan

Our commitment to equity, diversity and inclusion

At the 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. 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. 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

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 aims to provide a work environment that supports equity, diversity, and inclusion, and is free from discrimination, harassment, and vilification as determined by legislation. We believe that a diverse workforce that reflects the community we serve and represent, is better equipped to understand and meet their needs.

We are committed to meeting the Equal Employment Opportunity (EEO) obligations outlined in Section 344 of the *Local Government Act (NSW) 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 of Sydney alignment

This EEO, diversity and inclusion action plan is informed by the Community Strategic Plan Delivering Sustainable Sydney 2030–2050. 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 our other 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 our commitment to EEO principles and provides a roadmap for a diverse and inclusive workplace. These include actions to:

- deliver the workforce commitments within our Stretch Reconciliation Action Plan 2025–2028
- implement the workforce actions within our 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 our 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.

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 3.5% in June 2025.
- achieving the gender equality target of 50% female representation in leadership roles
- being one of very few organisations to have a positive pay gap in favour of women, reflecting a high number of women in management roles
- becoming one of the few organisations to collect data and report on the workforce participation of LGBTIQA+ employees
- 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 employee network
- establishing targeted mental health awareness and mental health first aid training for all employees

Our work has also been recognised by others:

- 2025 Best Places to Work finalist – Australian Financial Review
- 2024 NSW Local Government Excellence Award winner – Organisational Diversity and Inclusion – Diversity Employee Networks
- 2024 NSW Local Government Excellence Award finalist – Innovative leadership – Purpose and Values
- 2024 NSW Local Government Excellence Award finalist – People, Workplace, Wellbeing – Modern workforce flexibility program
- 2023 Inclusive Employer – Diversity Council of Australia
- 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 LGBTIQA+ Awards – Finalist – Best New Employee Network.

Developing the action plan

Planning

We undertake 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

Our commitment to equity, diversity and inclusion 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. All employees throughout the organisation 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. We periodically report progress against equity and 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 employees 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 employee briefings/information forums
- induction training
- diversity network meetings.

Review of policies and practices

Our 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 of Sydney employees, agency employees, consultants, job applicants, contractors, volunteers, trainees and work experience participants. Being the responsible employer, we are legally accountable for discrimination in employment matters. Our 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 we do each year in our annual report.

Focusing 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.

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 with us 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.

We aspire 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 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>

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 our 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 our Aboriginal and Torres Strait Islander Workforce Strategy to support the recruitment, retention, support, and development of Aboriginal and Torres Strait Islander employees.
- 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 are 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 our 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 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.

People Strategy 2025-2029

- 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.



Draft Information and Technology Strategy 2025–2029

2026 Update

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. Image: Getty image



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.

Executive summary

The Community Strategic Plan Delivering Sustainable Sydney 2030–2050 identifies the main priorities and aspirations of our communities and includes the strategies we can take to achieve these. The plan's 10 strategic directions and 6 guiding principles consider the values expressed by our communities 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 translates the community's aspirations and strategic goals into actions. It identifies the major activities we'll carry out to perform all our functions using the resources identified in our resourcing strategy.

When deciding which activities to carry out and the level of service we can provide, we must consider the resources available to us – our workforce, financial sustainability, technology and assets.

This strategy outlines how the City of Sydney plans to develop and use information and technology services.

It responds to growing community, client, and workforce expectations that life and work tasks can be performed digitally at any time and from anywhere.



Image 1. Building data analytics capabilities – Sydney harbour skyline. Image: Abril Felman/City of Sydney

Why we are doing this

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 Delivery Program 2025–2029.

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 Delivering Sustainable Sydney 2030–2050.

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 focused services

Our community expects a high standard for digital services. 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. 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 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 are also moving most 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 were 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)

Expectations of clear and consistent government communications are growing

In 2019 the City of Sydney's extensive qualitative research into customer service needs identified that across all age groups, up to 81% of our communities wanted to access our services 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.

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.

Using Artificial intelligence responsibly as an enabler

Responsibly implemented artificial intelligence can support improved community outcomes and more efficient Council operations.

The Council will take a considered, evidence-based approach to the use of AI, investing only where there is a clear opportunity to deliver public value, enhance service delivery, and support our strategic priorities.

We will focus on building organisational capability and exploring opportunities through carefully governed, low-risk pilots. Initiatives will be progressed where they demonstrate measurable benefits and align with our commitment to ethical use, transparency, sustainability, privacy, and fairness. AI will be used to support and augment our workforce, not remove accountability.

Our approach ensures AI is applied purposefully, responsibly, and in the best interests of our employees and community.

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 the 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



Image 2. Commuters crossing George and King Streets, Sydney. Image: Ed Hurst/City of Sydney

Managing information & 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.

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.
- 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 our 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 require 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

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 The Department of Housing, Planning and Infrastructure, 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 artificial intelligence, 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.

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 FY2024/25 the Australian Signals Directorate (ASD) responded to over 1,200 cyber security incidents (an 11% increase from the previous year), 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 FY2024/25, with ransomware and data theft extortion still a pervasive and costly threat. Ransomware alone accounted for 11% of all incidents to which ASD responded, consistent with the prior 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.

Information and Technology Strategy

- 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.
- Establish and implement a responsible and evidence-based approach to assessing, governing and applying artificial intelligence, ensuring use cases are ethical, low risk and aligned with our values, focused on delivering measurable community and operational value.

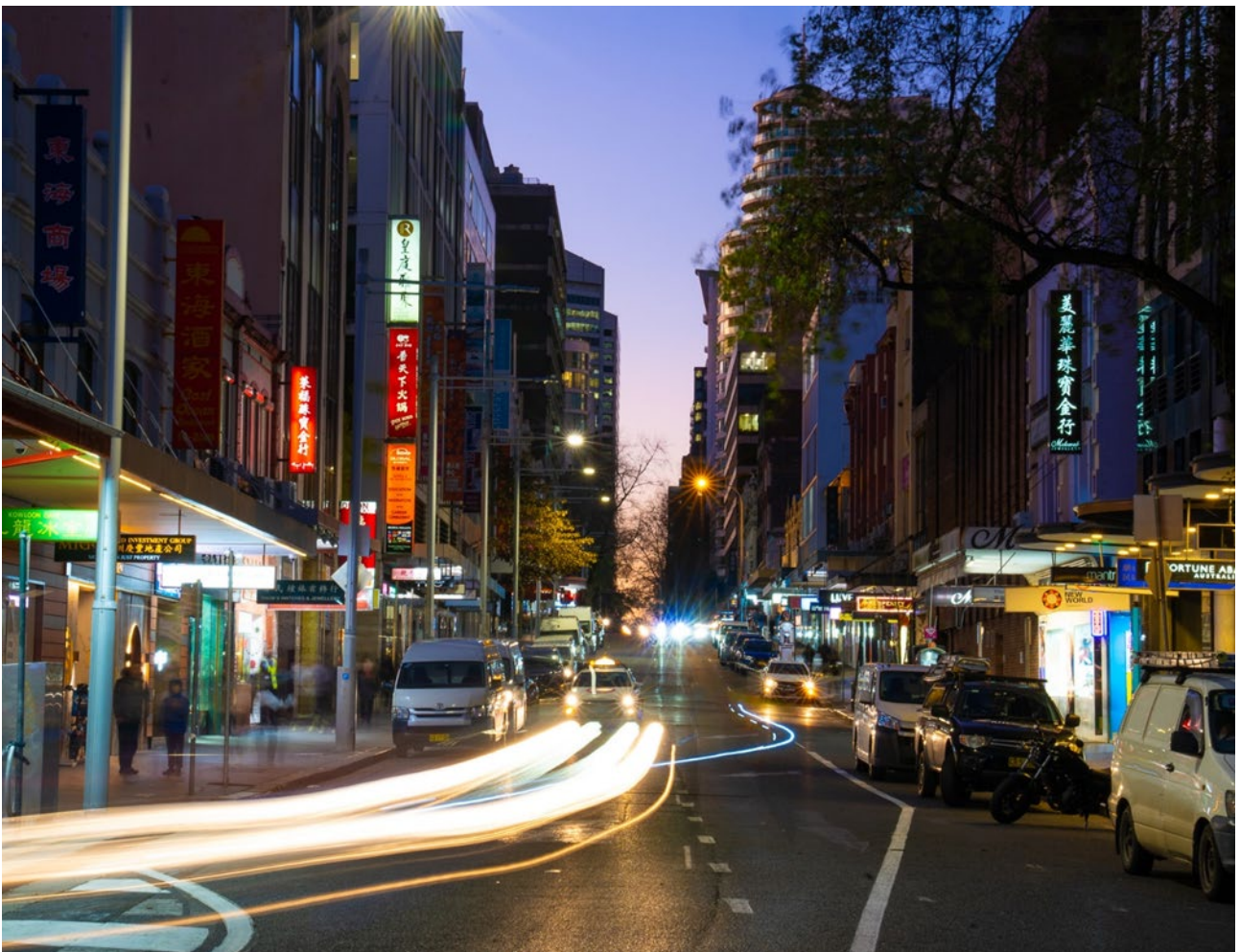


Image 3. The streets of Chinatown and surrounds. Image: Abril Felman/City of Sydney

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.

Image 5.

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.



Image 4. Information on the go – Sydney Town Hall clock. Image: Abril Felman/City of Sydney





Draft Community Engagement Strategy and Community Participation Plan 2025–2029

2026 Update

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

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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.

About this plan

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: 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 employees 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. 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)

Council and its committee meetings are reserved for councillors to discuss and make decisions on matters before them. While members of the public can attend these meetings, they cannot address the committee or Council.

Members of the public can speak at public forum held immediately prior to committee meetings. These forums provide an opportunity for councillors to hear directly from community members on matters on that agenda.

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 1993* 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 1979*, 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 1979* 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 1993* 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”

Advisory panel member



Image 2. Children's Summit for the Community Strategic Plan. Image: 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.

Defining community

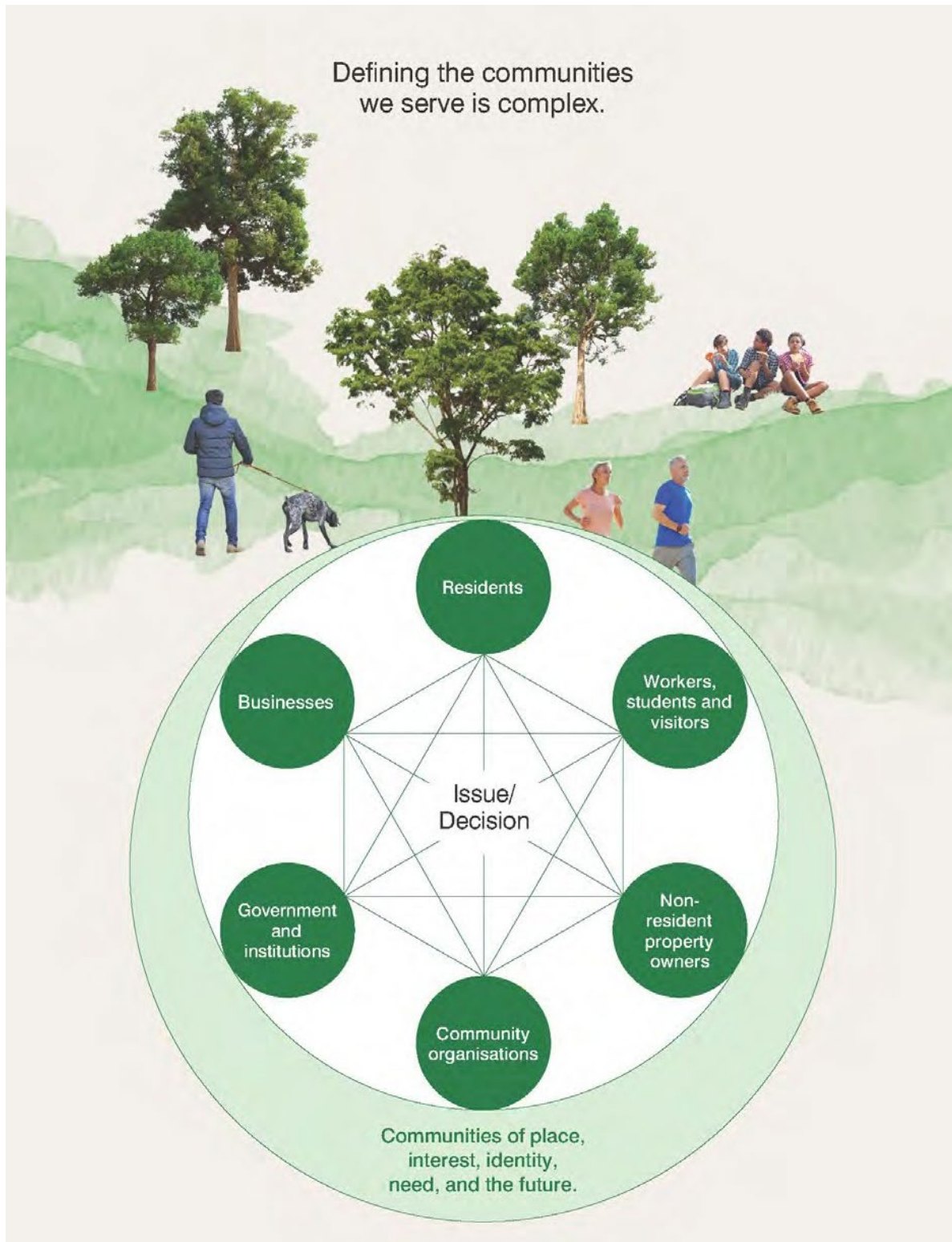


Figure 1. Defining community infographic

A snapshot of our city

By June 2025

- the City of Sydney local government area was home to an estimated 241,797 residents. There were 4,240 additional residents compared to 2024.
- There were an estimated 520,000 jobs located in our area.
- The City of Sydney's gross regional product is estimated at \$155 billion (2024), which represents 19.7% of the gross NSW 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.

Our 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 residents in our city 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 our 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 the city'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 our 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 employees 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

When can I have my say?



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

We are 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.

Our ongoing asset maintenance and renewal program, which is undertaken according to approved City of Sydney codes and technical standards, is one example where we will notify surrounding residents and businesses. Our notifications will always have a City of Sydney employee 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: 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: 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 2 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: 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. Most consultations include an online survey. The City of Sydney also conducts a wellbeing survey for all residents every 4 years and regularly asks for feedback on services and programs to understand community needs, measure progress on strategies and evaluate services.

There are 3 main types of survey techniques that the City of Sydney uses:

1. 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 1,000 respondents.
2. 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.
3. 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: 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 employees 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.

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 employees 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 employees 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 6 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 works collaboratively with 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.

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 2025. Image: Abril Felman/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: 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 employees 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 our employees, 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: 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 employee 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 our employees in creating accessible digital and print documents, to procure inclusive and accessible materials such as Easy Read versions of documents and to guide our employees 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 2025–2029. Image: Margaret Sevenjhazi/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 our employees 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

Our city 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 11. Mandarin community session for the Community Strategic Plan. Image: Katherine Griffiths/City of Sydney

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 our employees 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 employees 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 our city, 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:

- 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 12. Creative Sector workshop for the Community Strategic Plan. Image: Jessica Lindsay/City of Sydney

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 our employees
- 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 our 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.

We review and amend 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 employees; 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.

How to engage on land use planning matters

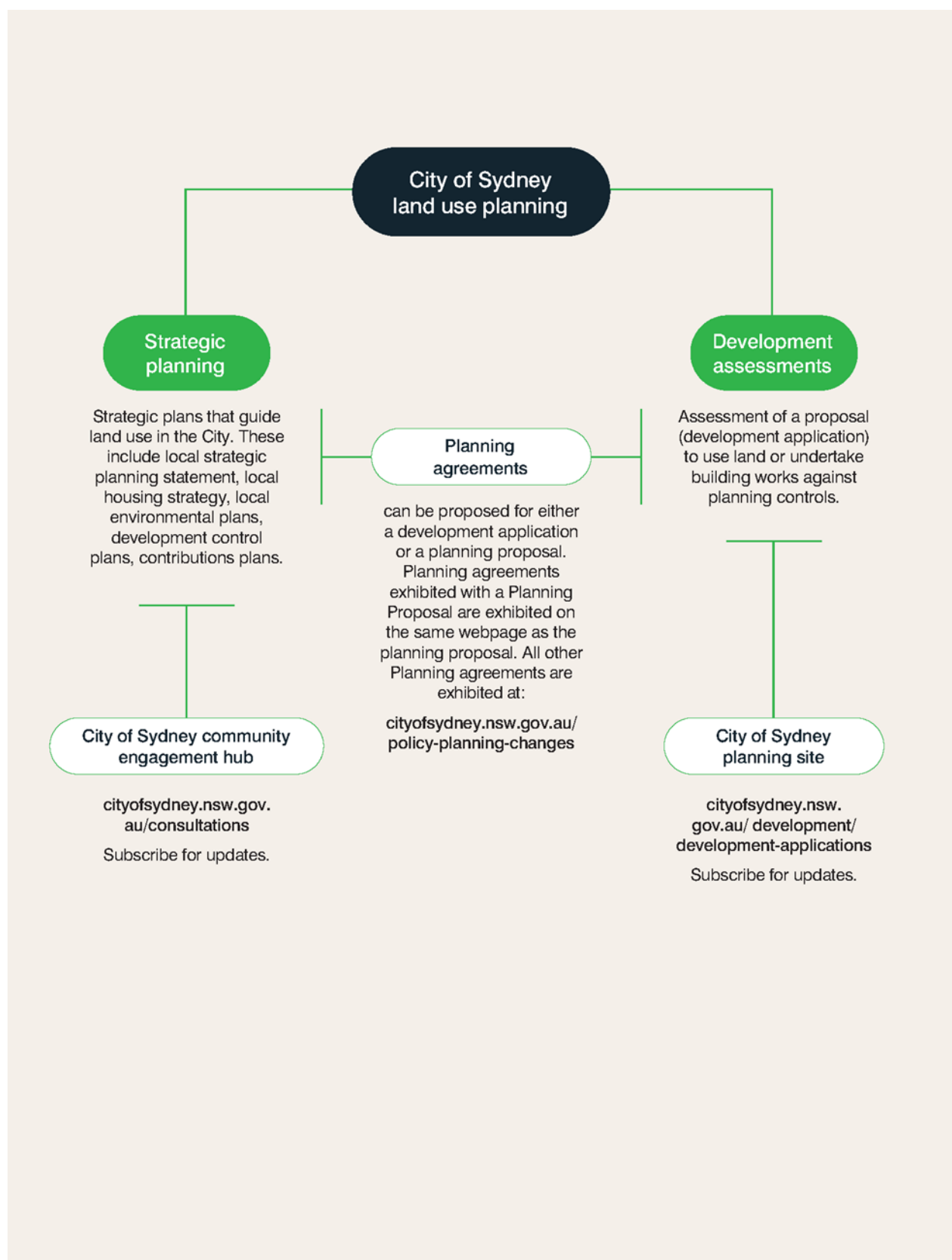


Figure 3. How to engage on land use planning matters

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

Legislation or standards

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. We will assess each project in line with the principles of the Community Engagement Strategy to decide on the tools and activities used.

Activity	Activity
Website – sydneyyoursay.com.au	Focus groups
Surveys (online, intercept, randomly selected)	Stakeholder meetings
Online interactive maps	In depth interviews
Online community ideas boards	Social housing meetings
Quick polls	Creative writing workshops
Community discussion guides	Door knocking
School activities kits	On-site pop-ups
Data stories	Walking tours
Advisory panels, committees and groups	Site visits
Partnership and networks	Information stalls
Summits	Community letters
CityTalks	Social media
Stakeholder briefings	E-newsletters
Community workshops	Stakeholder emails
Deliberative workshops	Signage in the public domain
Citizens juries	Videos, animations, flythroughs
	Artist impressions, images and designs

Appendix C: Land use planning notification and submission requirements (community participation plan)

We 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 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 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 correspondence, with the notification period commencing one day after the date of the notification correspondence.

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

We have 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.

We 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, we 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, we 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 we 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 Sydney 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 us, 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, we 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, we 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 of Sydney 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 of Sydney 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 or email to surrounding property owners and occupiers.

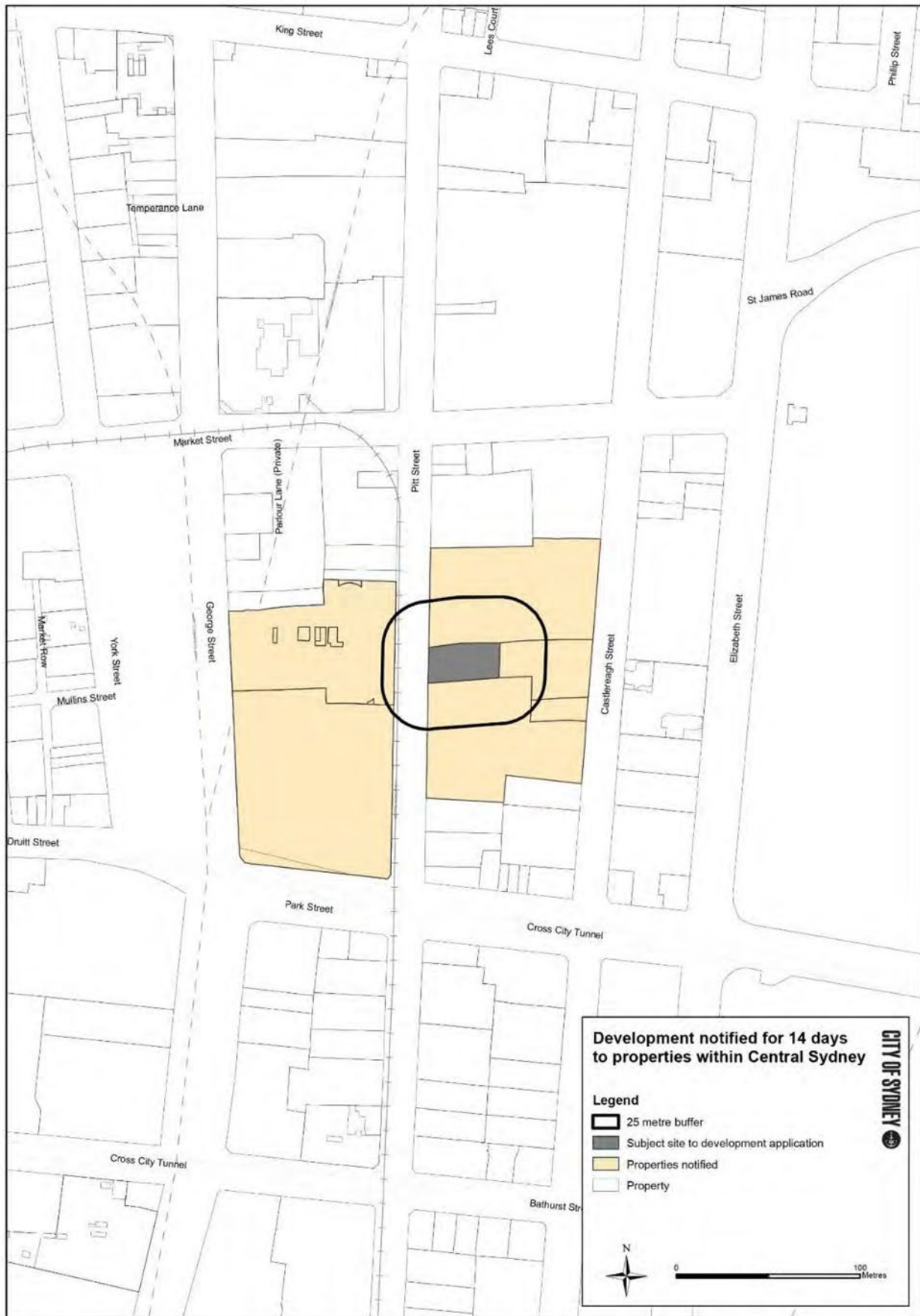
- ✓ 25m for development notified for 14 days;
- ✓ 50m for development notified for 21 days; and
- ✓ 75m for development notified for 28 days.

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.

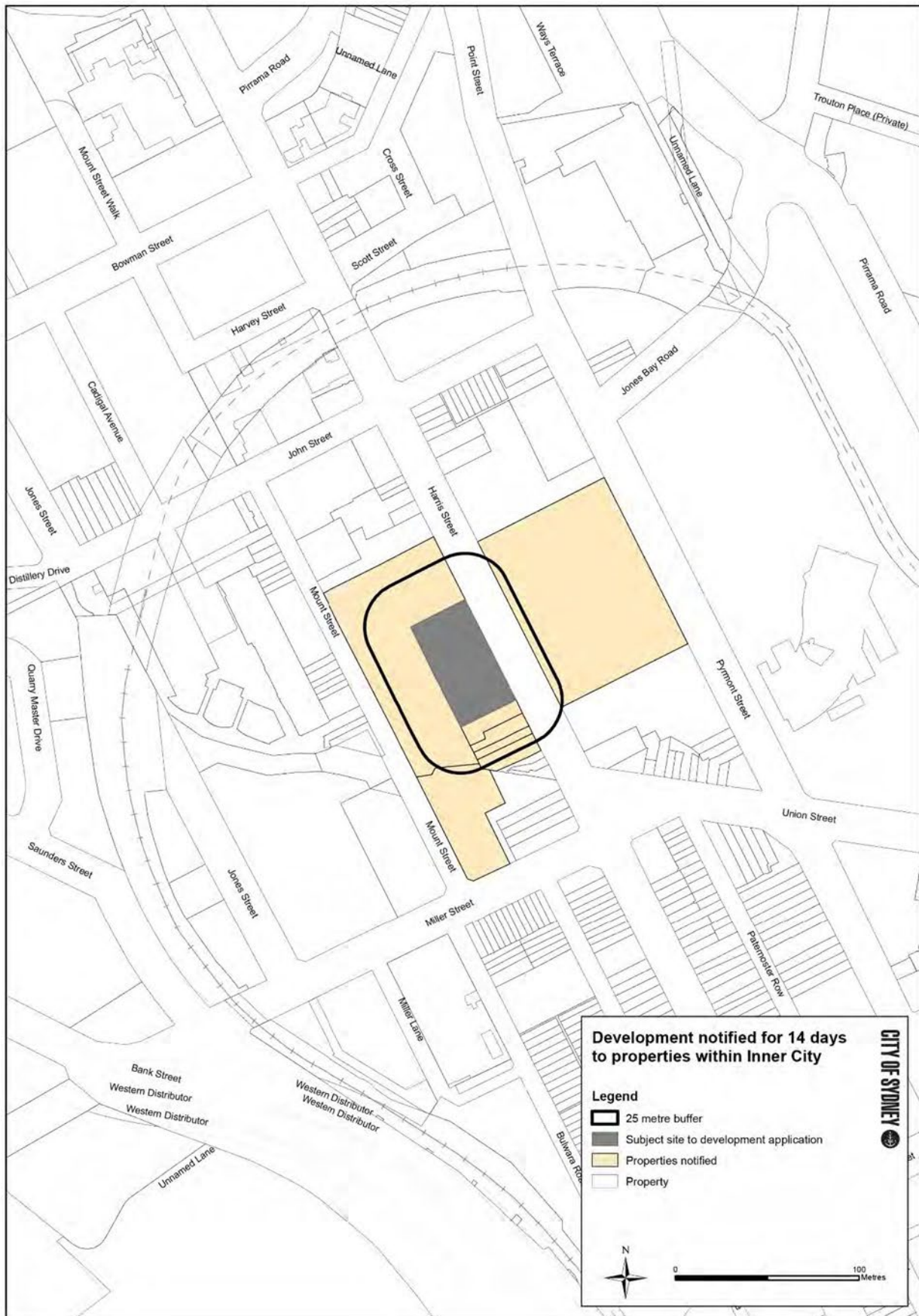
Properties in adjoining local government areas within the minimum radius detailed above will be notified in accordance with these provisions if the adjoining local government authority provides the City of Sydney with the relevant property details within 48 hours of making a request.

Where a surrounding property is in single ownership, including properties owned by a single company, the letter or email 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), correspondence will be addressed to all owners. Where a surrounding property is in strata or community title, correspondence will be addressed to the Owners Corporation and to individual owners of strata units.

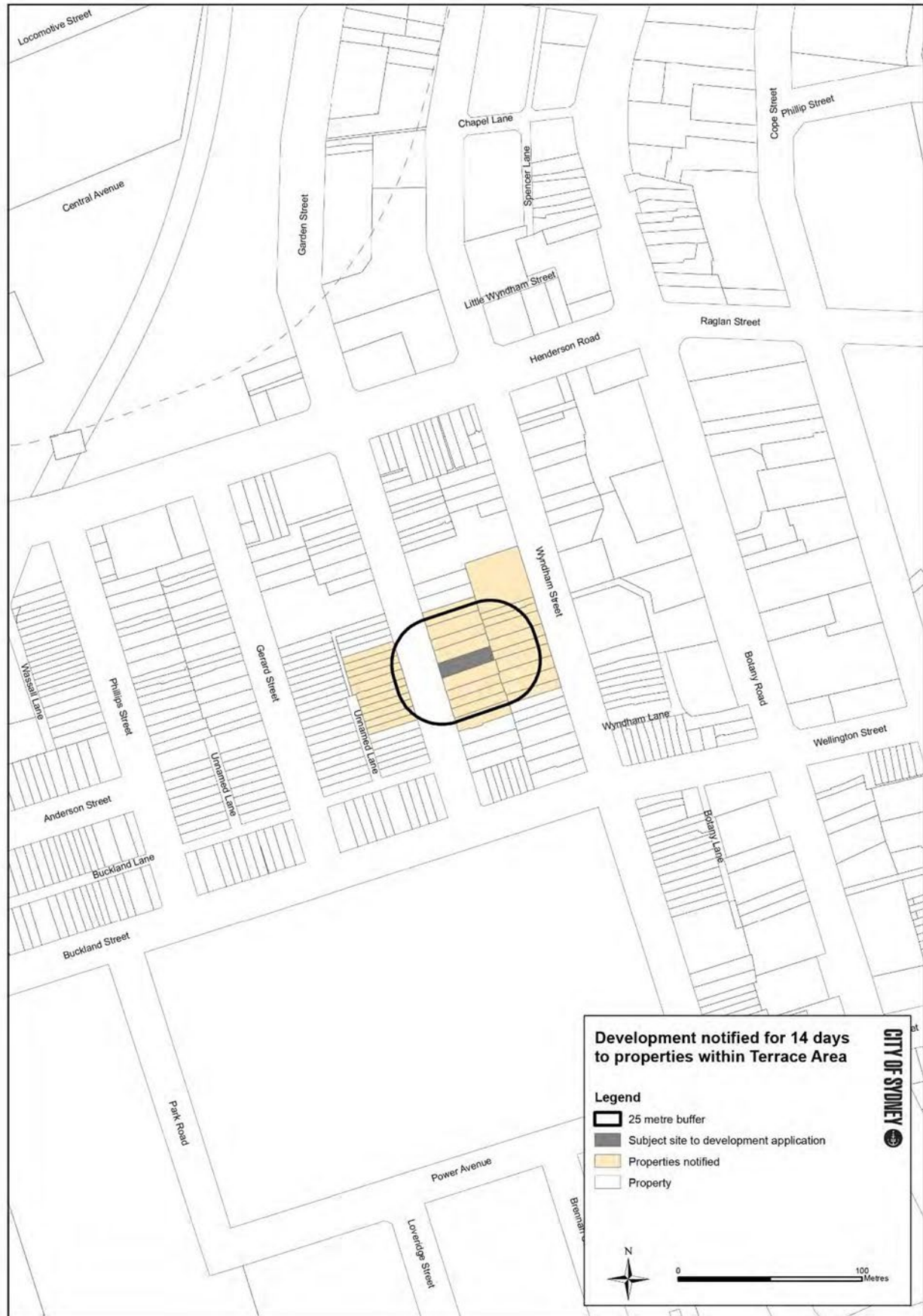
Development notified for 14 days to properties within central Sydney



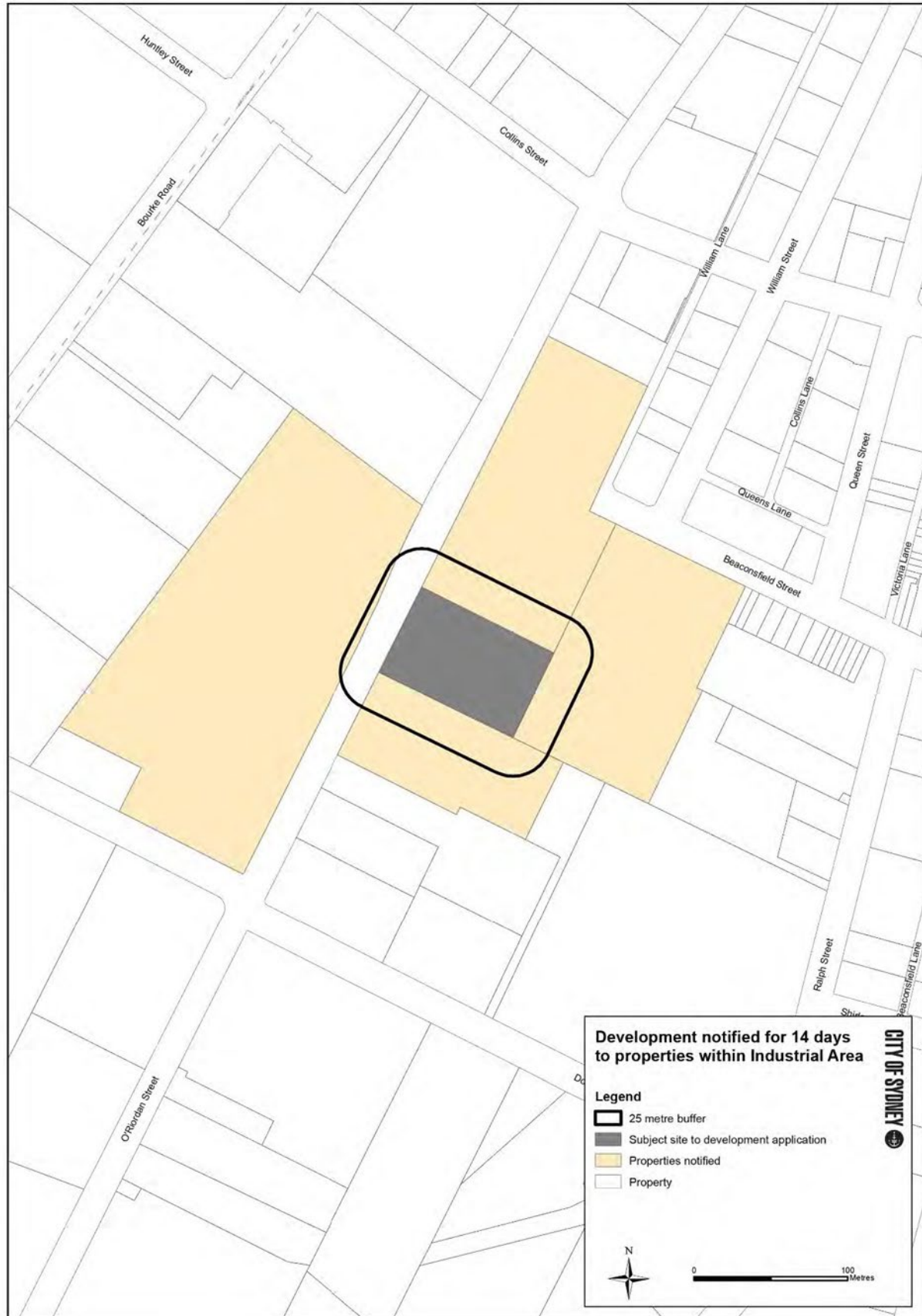
Development notified for 14 days to properties within inner city



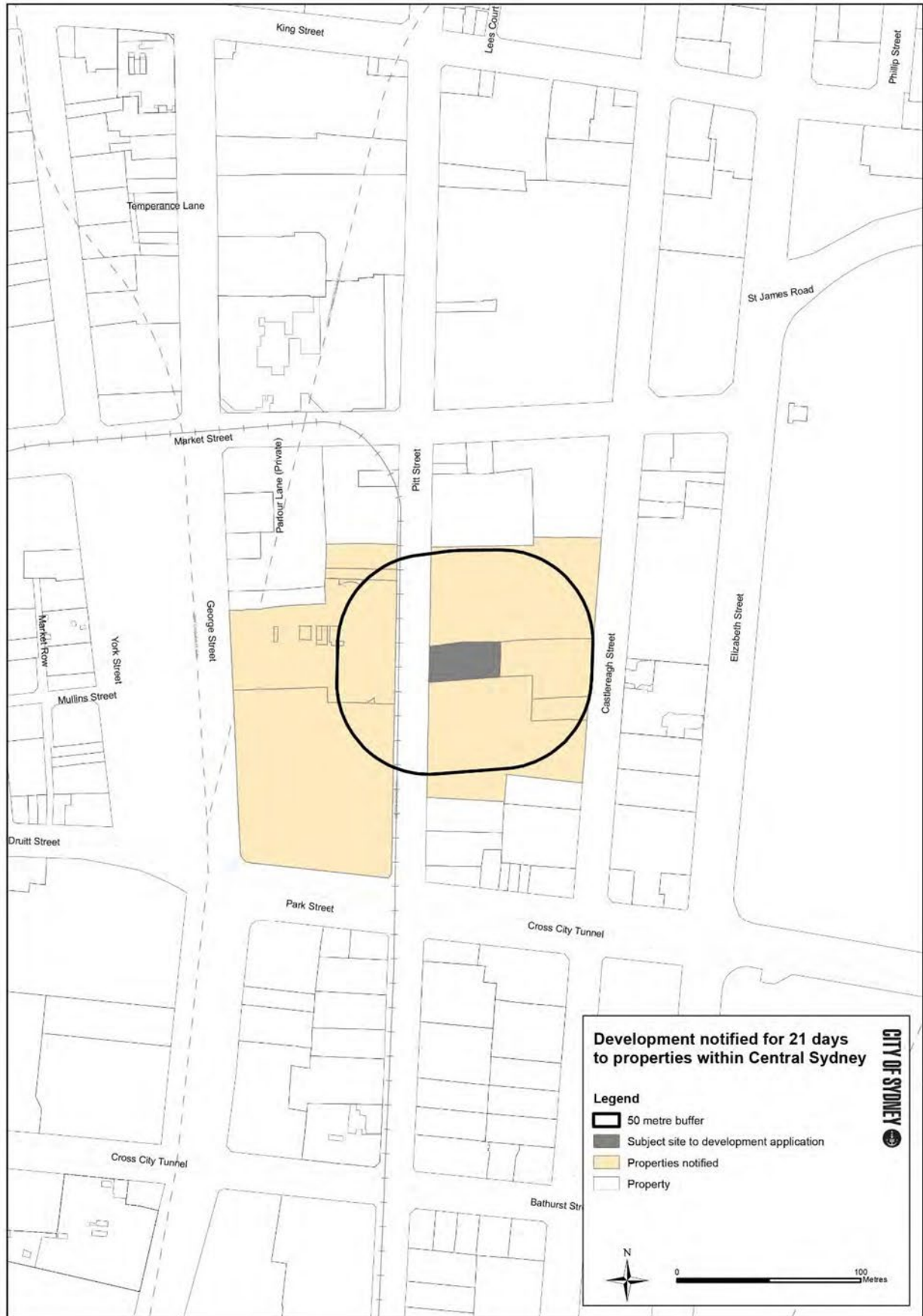
Development notified for 14 days to properties within terrace area



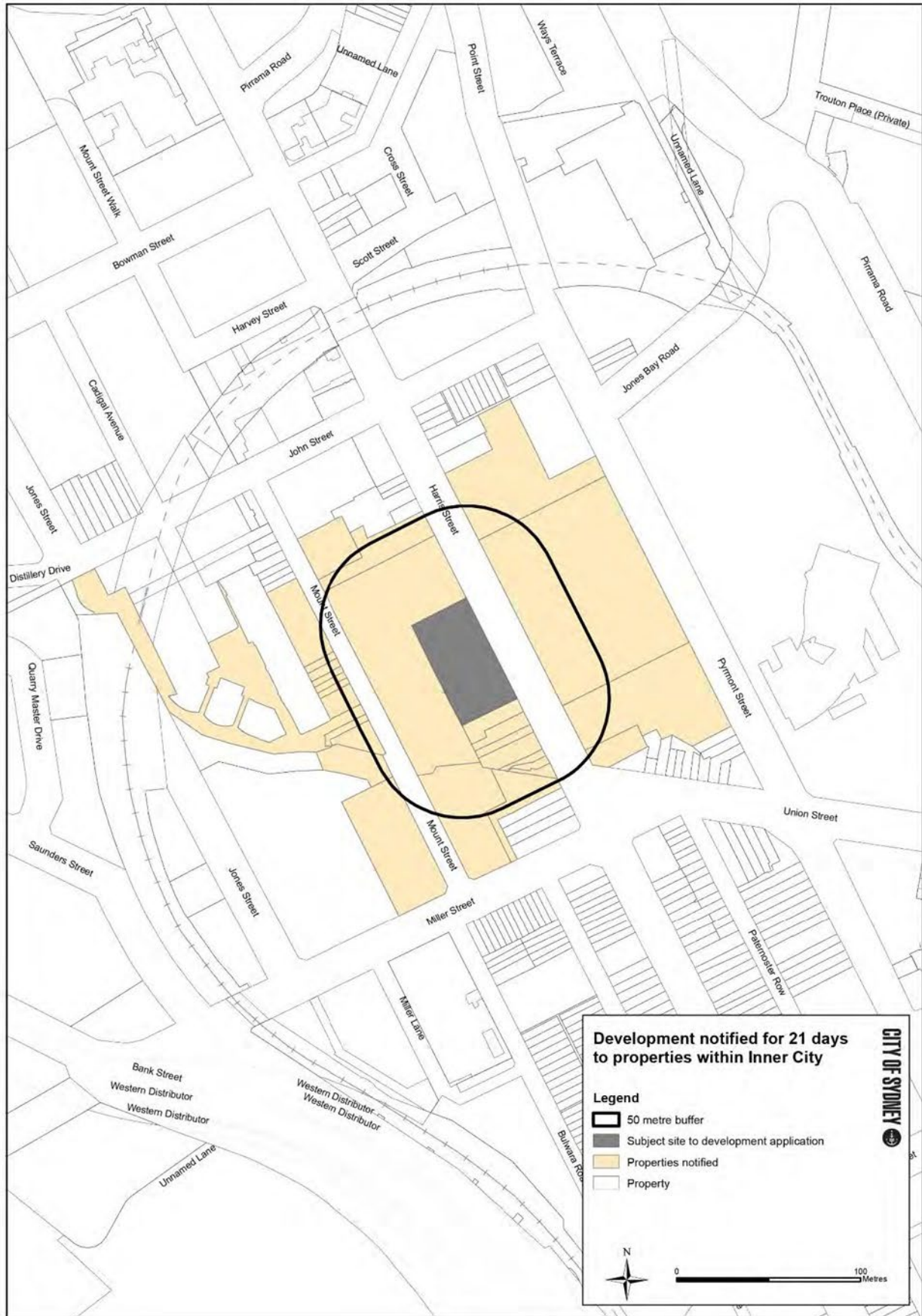
Development notified for 14 days to properties within industrial area



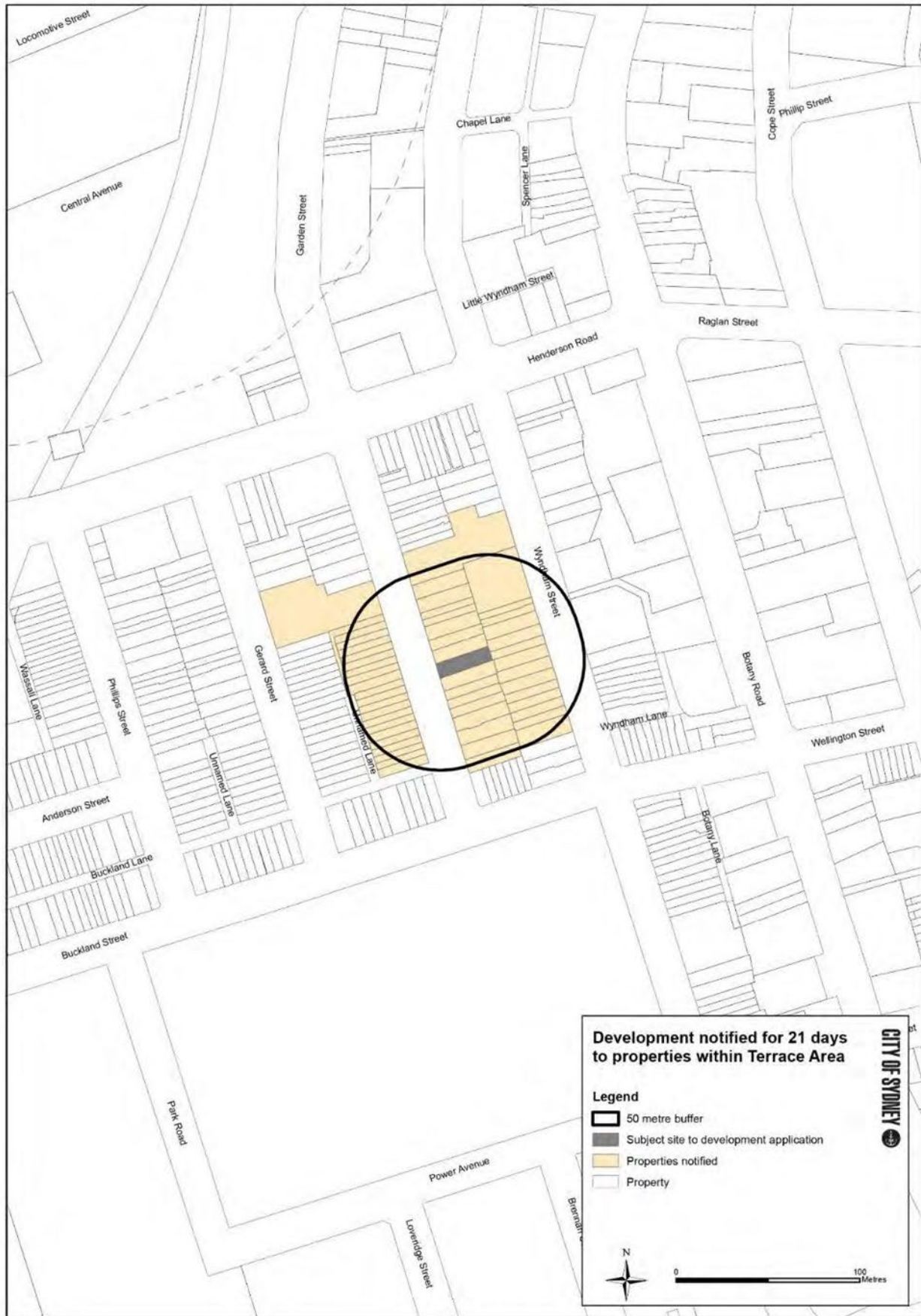
Development notified for 21 days to properties within Central Sydney



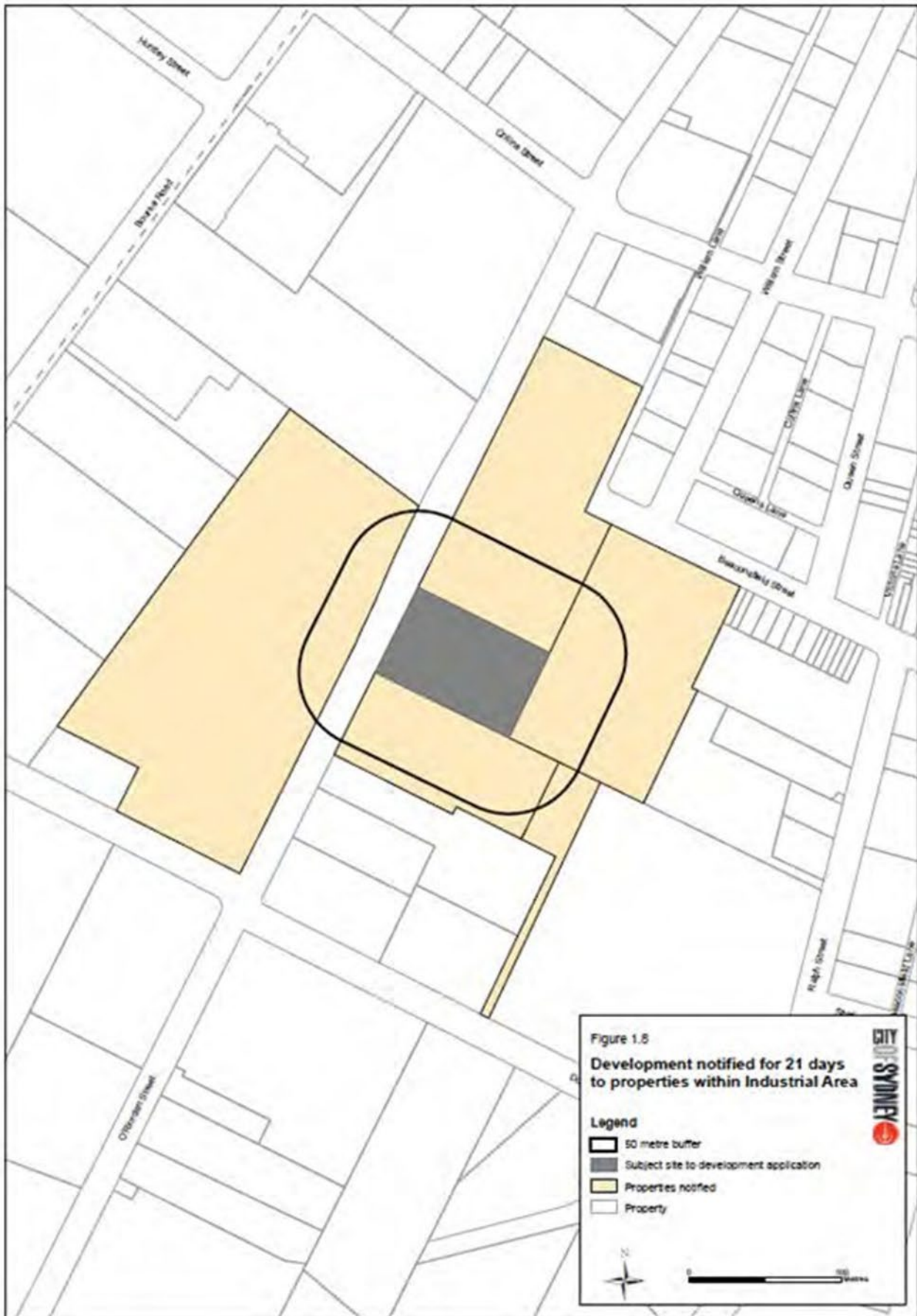
Development notified for 21 days to properties within inner city



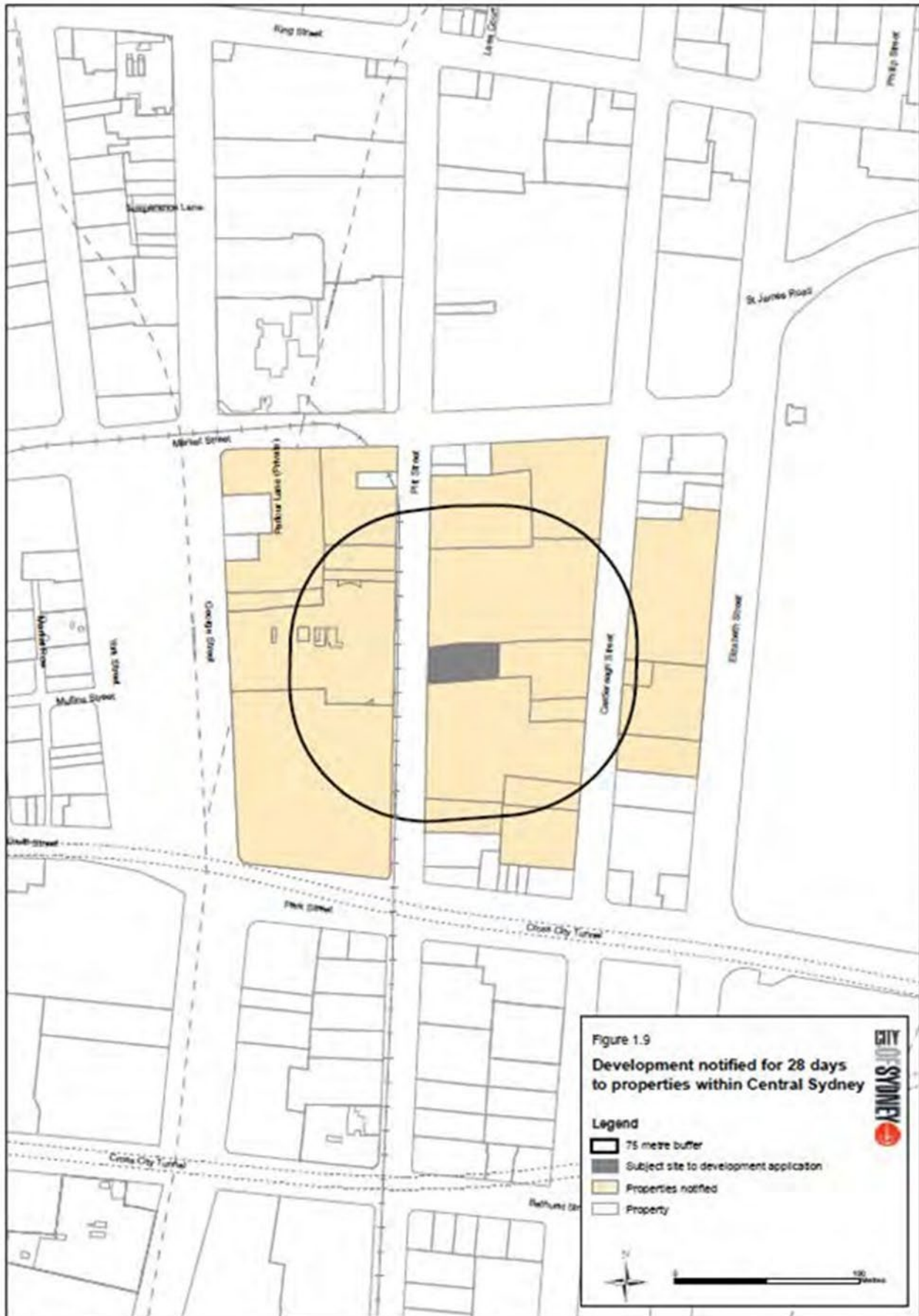
Development notified for 21 days to properties within terrace area



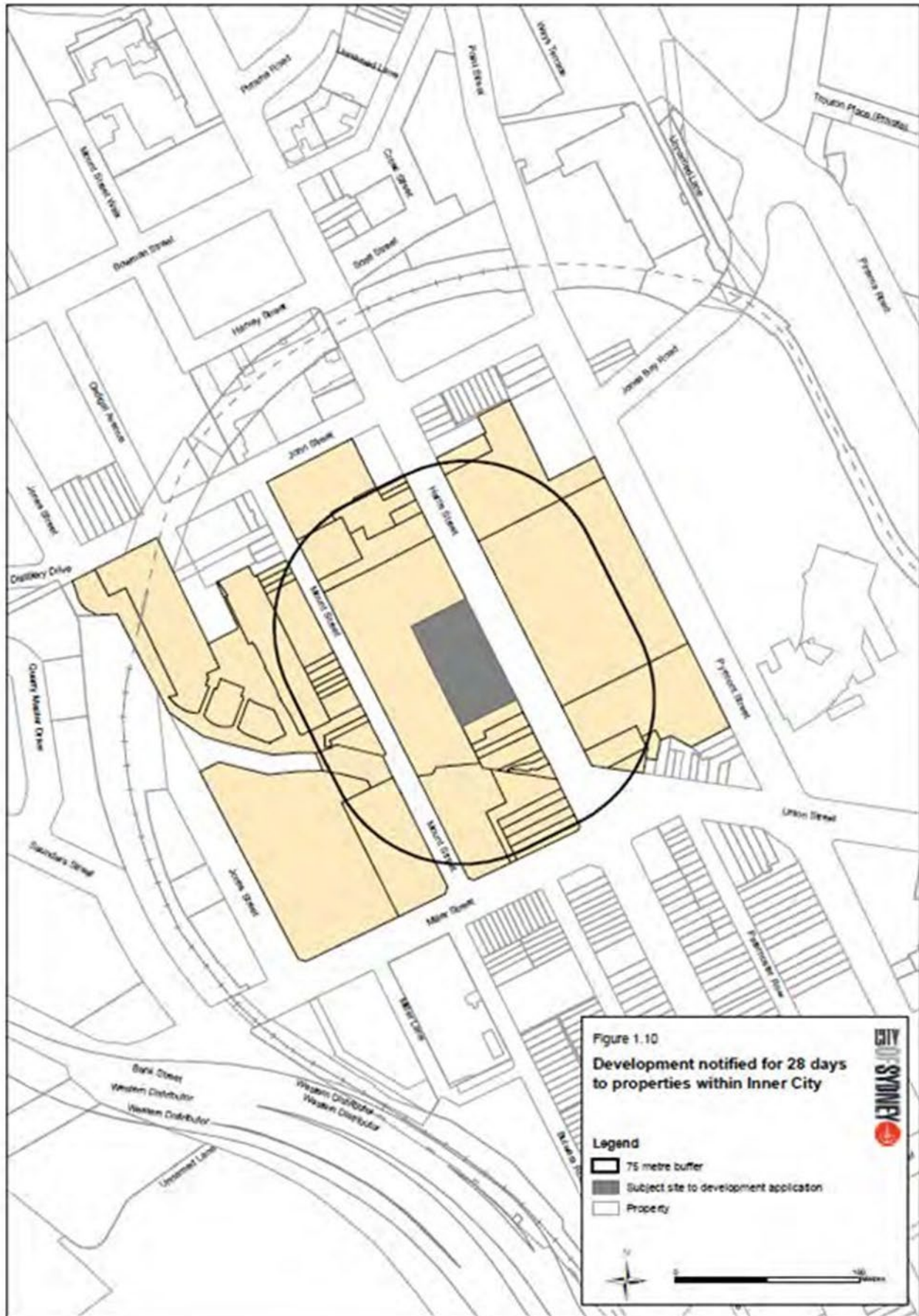
Development notified for 21 days to properties within industrial area



Development notified for 28 days to properties within central Sydney



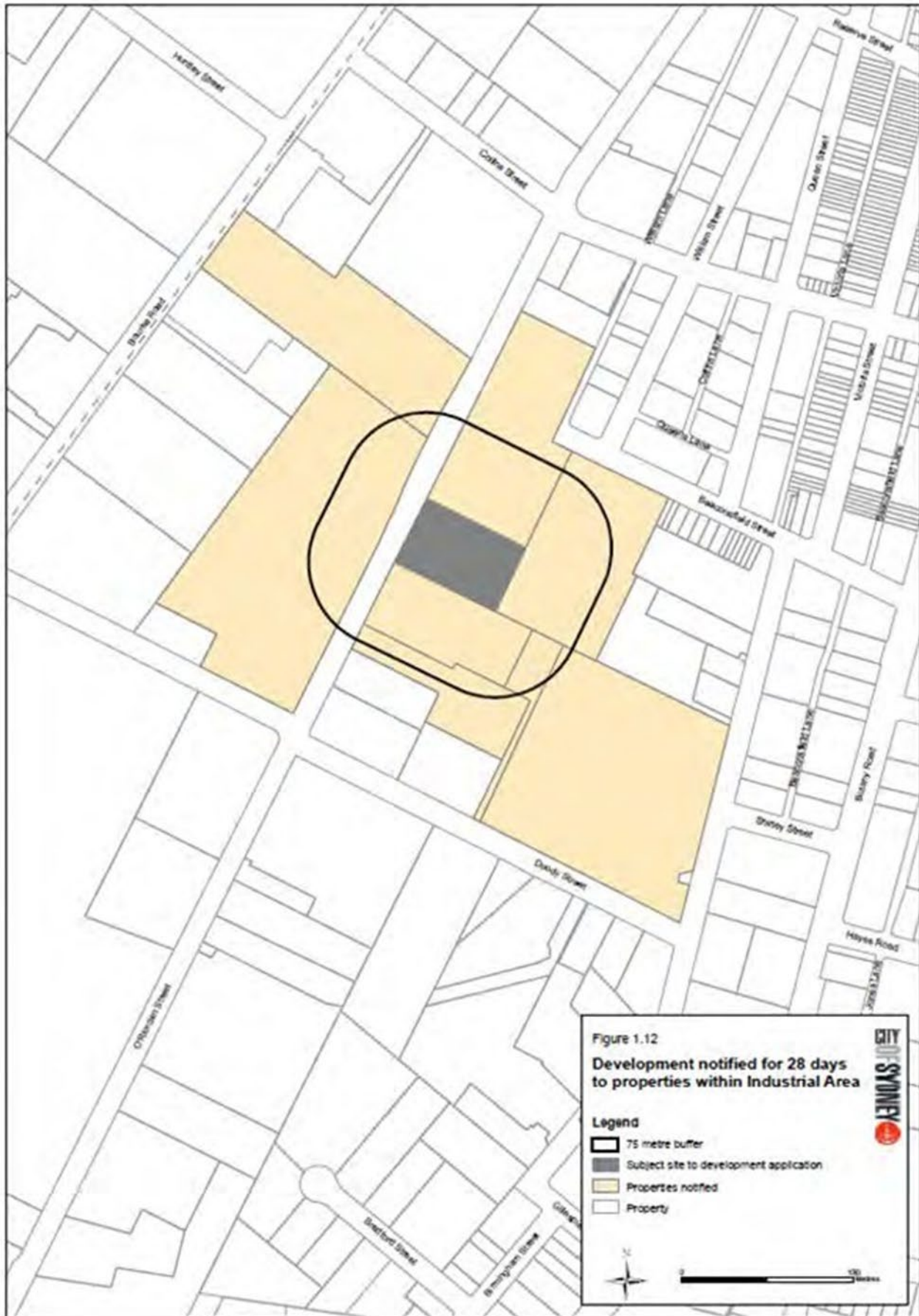
Development notified for 28 days to properties within inner city



Development notified for 28 days to properties within terrace area



Development notified for 28 days to properties within industrial area



Appendix D: land use planning consultation matrix (community participation plan)

X = activity required under legislation

* = may be required by state government

Category	Type	DA category	DA category detail	30 days exhibition period	28 days exhibition period	21 days exhibition period	14 days exhibition period	No notification	Site notice	City of Sydney consultation hub	City of Sydney planning site	Letter notification	Distribution 75 metre buffer	Distribution 50 metre buffer	Distribution 25 metre buffer
Strategic planning	Local Strategic Planning Statement				X					X		*			
Strategic planning	Community Participation Plan				X					X		*			
Strategic planning	Local Environmental Plans and amendments (Planning Proposals) ^a				X					X		*			
Strategic planning	Development Control Plans				X					X		*			
Strategic planning	Contribution Plans				X					X		*			
Strategic planning	Application for retrospective award of Heritage Floor Space				X					X		X	X		
Development assessments	Designated development				X				X		X	X			
Development assessments	Integrated development				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	Childcare 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		X				X		X	X			X
Development assessments	Development applications	Council-related development applications	Medium or high risk		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

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	500sqm to 1000sqm new floor area			X			X		X	X		X	
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			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							

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							
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 of Sydney'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 of Sydney 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.

Term	Description
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 3 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 2 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 employees, 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 our employees, 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 our employees; 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.

