Item 4
At Corporate, Finance, Properties and Tenders Committee
22 June 2026

Relevant Information for Corporate, Finance, Properties and Tenders Committee

FILE:	**X127618**	**DATE:**	22 June 2026
TO:	Lord Mayor and Councillors		
FROM:	Jean Michel Carriere, Executive Director Finance and Procurement		
THROUGH:	Monica Barone PSM, Chief Executive Officer		
SUBJECT:	Information Relevant To Item 4 – Integrated Planning and Reporting Program and Budget 2026/27 – Adoption		

Alternative Recommendation

It is resolved that:

(A) Council note the submissions received from the community, and staff responses, on the exhibited suite of the Integrated planning and reporting documents as shown at Attachment C to the subject report;

(B) Council note the proposed changes to the documents, including fees and charges, as incorporated within the operational plan and resourcing strategy, and set out in Attachment D to the subject report;

(C) Council adopt the Operational Plan 2026/27, as shown at Attachment A to the subject report;

(D) Council adopt the long term financial plan, asset management planning documents consisting of the asset management strategy (including the asset management policy) and the community asset management plan, community engagement strategy and community participation plan, and the information and technology strategy within the Resourcing Strategy 2026, as shown at ~~Attachment B to the subject report~~ ***Attachment A to the subject Information Relevant To memorandum***;

(E) Council endorse the people strategy (workforce management strategy) within the Resourcing Strategy 2026, as shown at ~~Attachment B to the subject report~~ ***Attachment A to the subject Information Relevant To memorandum***;

(F) Council adopt the draft operating and capital budgets and future years' forward estimates as reflected in the operational plan 2026/27 and resourcing strategy 2026 including:

   (i) Operating income of $776.4 million, operating expenditure before depreciation of $671.1 million for an operating result of $105.3 million, and a net result of $95.7 million after allowing for interest, depreciation and capital contributions;

   (ii) Capital works expenditure of $265.2 million and a capital works contingency of $8.0 million;

   (iii) Plant and assets net expenditure of $18.0 million;

   (iv) Capital works (technology and digital services) of $25.5 million; and

   (v) the updated Net property divestments of $115.6 million;

(G) Council adopt the rates, domestic waste management charges, stormwater charges and user fees and charges included within the Operational Plan 2026/27; and

(H) 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 publication.

Purpose

To provide a revised Resourcing Strategy 2026 for endorsement.

Background

On 15 June 2026, Council rescinded the 2025 Code of Meeting Practice and reinstated the 2024 City of Sydney Code of Meeting Practice, in accordance with advice from the Office of Local Government following the disallowance of the Local Government (General) Amendment (Model Code of Meeting Practice) Regulation 2025 (Amendment Regulation) by the NSW Legislative Council.

Council and Committee meetings have now reverted back to the previous operating procedure followed by the City of Sydney for many years (i.e. no public forums and members of the public speaking at Committee meetings at the relevant agenda item.

Consequential amendments are required to the Resourcing Strategy 2026 (in the community engagement strategy section) to remove references to public forums and to revert back to references to members of the public speaking at Council Committee meetings.

The changes made are as follows:

Page CES 6	Deletion of paragraphs – 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. Updated paragraph preceding the deleted paragraphs as below - At the City of Sydney, issues are discussed and considered at regular council committee meetings ***where members of the public can speak to specific decisions before council.*** Then a formal decision is made at a council meeting the following week. The council can also delegate certain decisions to the Lord Mayor and to the Chief Executive Officer (CEO)
Page CES 18	Updated Figure In the 'Have your say here' sections relevant to Committees and Council language updated to 'Find out how you can have your say at Committee meetings'

Memo from Jean Michel Carriere, Executive Director Finance and Procurement

Prepared by: Erin Cashman, Manager OCEO

Attachments

Attachment A. Revised Resourcing Strategy 2026

Approved

P.M. Barone

MONICA BARONE PSM

Chief Executive Officer

Attachment A

Revised Resourcing Strategy 2026

Resourcing Strategy 2026

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

CITY OF SYDNEY

Contents

Cover image: Meeras Pavilion public artwork co-designed by Rohingya and Australian artists at Customs House, Circular Quay September 2025. Phoebe Pratt/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.

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

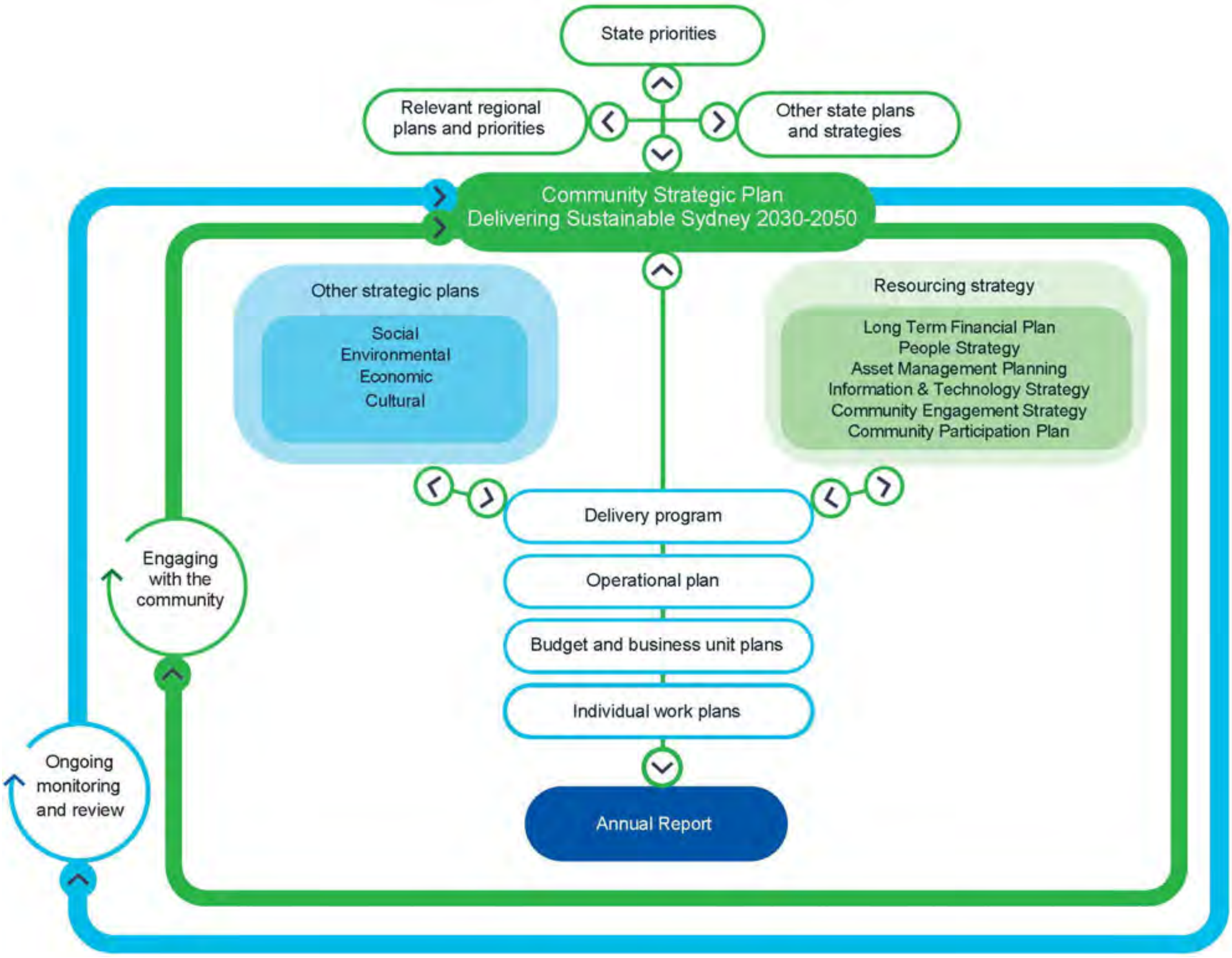


Figure 1. Integrated planning and reporting framework diagram adapted from Office of Local Government

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.

Image 1. Wulaba Park, Waterloo. Katherine Griffiths/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

Asset management planning includes our asset management strategy, policy, and community asset management plans.

Our infrastructure assets, including land, 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.

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.

Image 2. Flag promoting NAIDOC markets at the Town Hall. 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.

Figure 2. Wrap with Love warehouse, Alexandria. Chris Sothwood/City of Sydney

This page intentionally left blank

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

Contents

Table of figures

Cover image: 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. Abril Felman/City of Sydney

About this plan

Background

A long term financial plan is a key resourcing strategy document required under the NSW Integrated Planning and 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: 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: Sydney New Years eve fireworks viewed from Lady Macquarie's Chair, Woolloomooloo. 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. 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 and 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.

Book value of assets	**$16.91B**
(including)	
Land	$10.31B
Buildings	$1.89B
Roads Infrastructure	$1.63B
Stormwater Drainage	$0.39B
Parks	$0.36B
Cash & Investments	**$765.0M**
as at 30 June 2025	
Operating Result *	
2024/25	$116.4M
2025/26 (Forecast)	$117.1M
*Excludes capital income, interest, and depreciation	

Figure 1. Balance sheet summary – Net book value of assets

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: Netball game, Perry Park, Alexandria. 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% 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%, other business rates 9% 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. 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 and 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 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: Food scraps green recycling. 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.

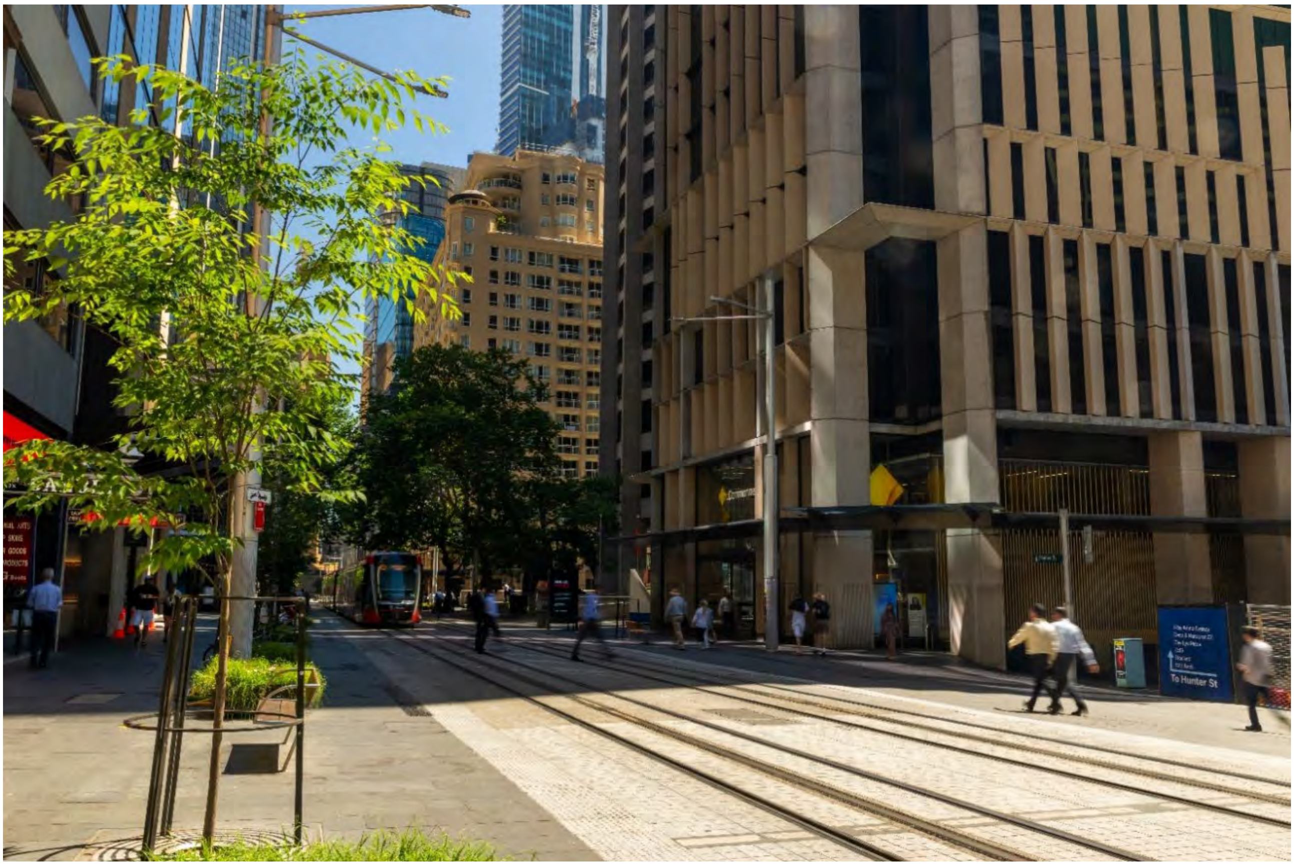


Image 7: George Street streetscape. Dion Georgopoulos/City of Sydney

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.

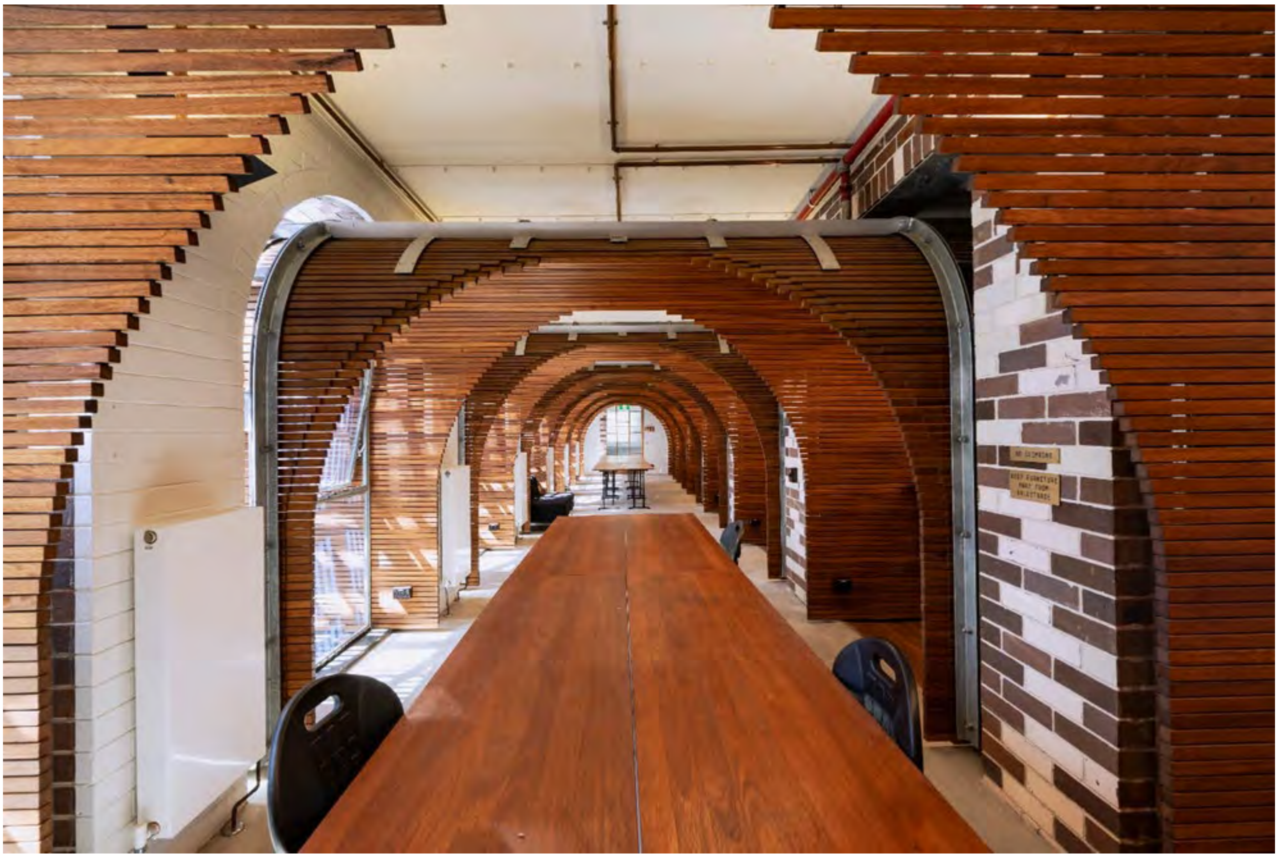


Image 8: Joyton Avenue Creative Centre. Cassandra Hannagan/City of Sydney

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.

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.

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.

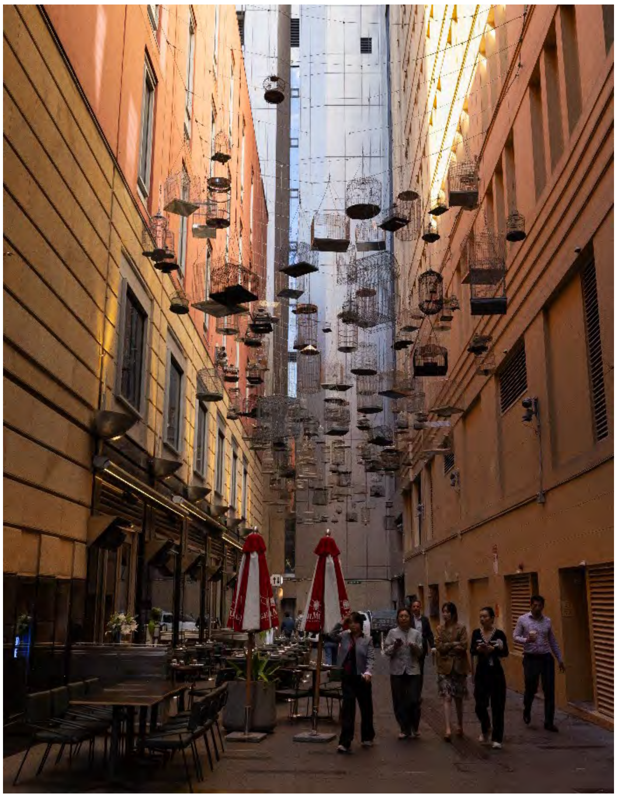


Image 9: Forgotten Songs by Michael Thomas Hill – canopy of birdcages suspended above Angel Place, Sydney, 2026. Abril Felman/City of Sydney

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: Crown Street, city centre – upgraded with wider footpaths and greenery. Abril Felman/ City of Sydney

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

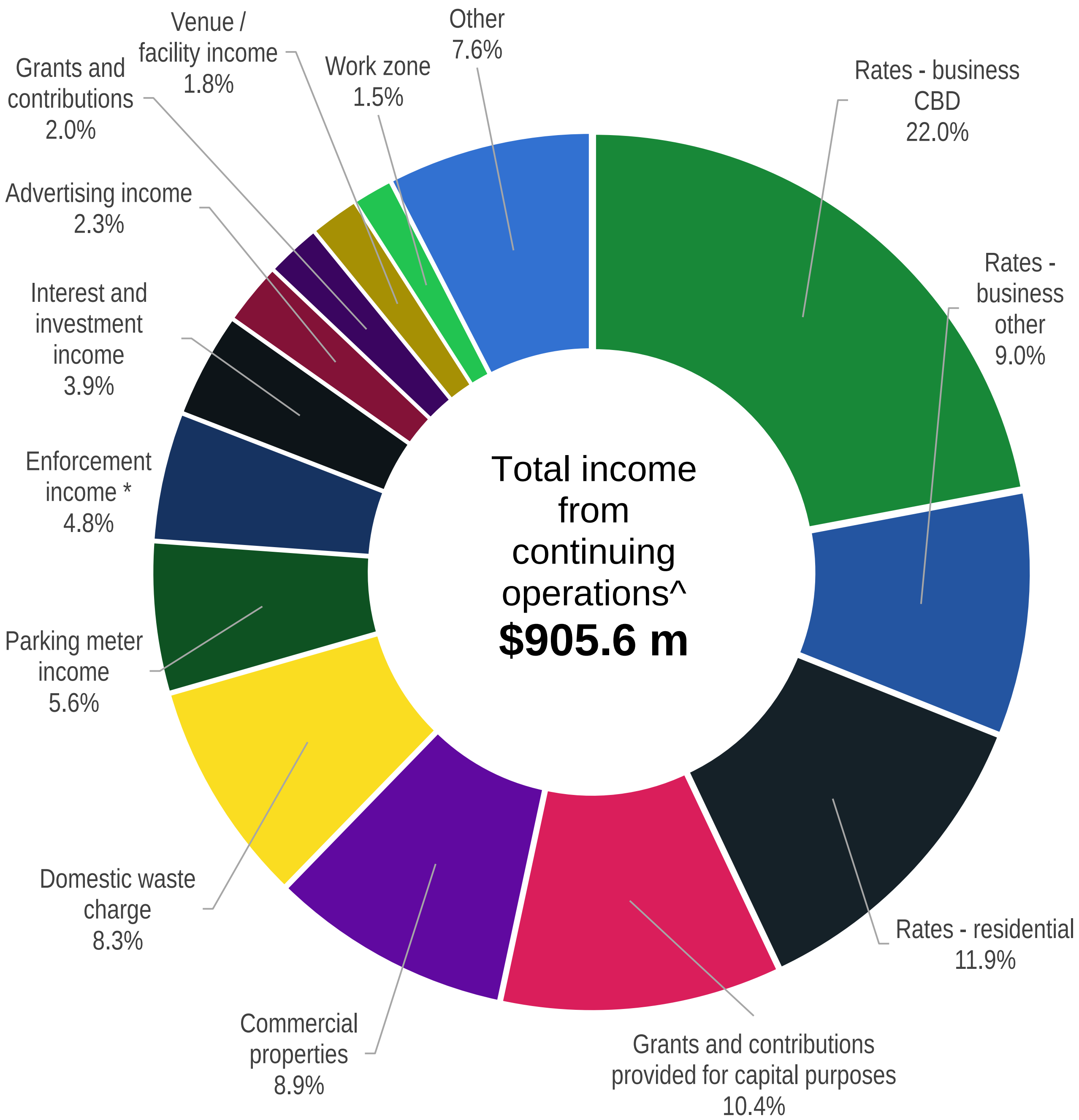
Capital grants are received by us for specific projects to assist in the funding of community facilities or infrastructure. The grants provide supplementary funding that can assist in accelerating the commencement of a project, demonstrate a shared commitment from the other party or provide a greater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

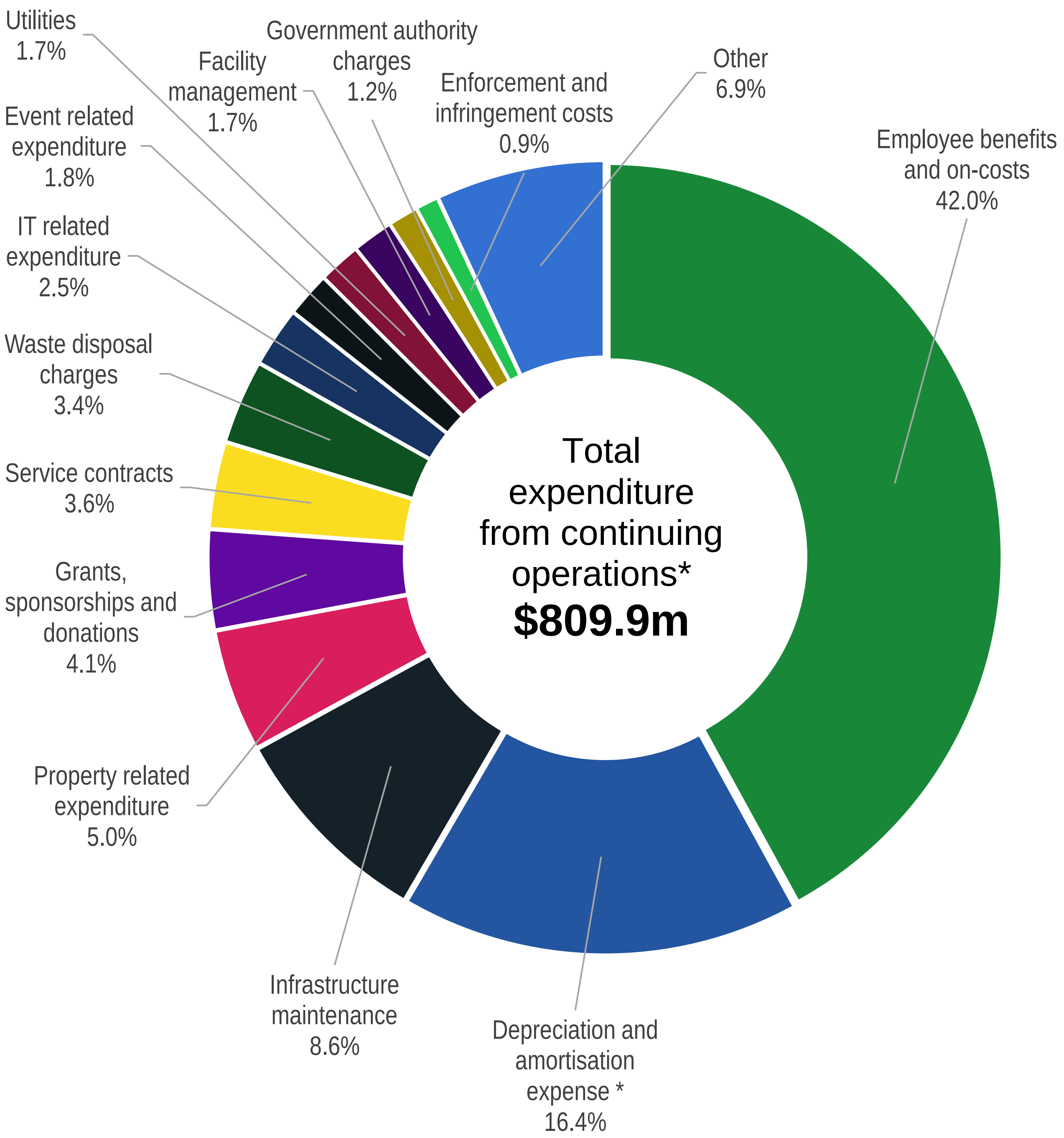
Depreciation and amortisation are a non-cash expense that allocates the cost of assets over their useful life, reflecting the gradual consumption of their service capacity or economic benefits. They do not reflect the asset’s physical condition or actual deterioration. They are calculated based on asset 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. 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 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: Floral symbolism – Flowers of Asia – pathway through 4 ceremonial gates, each representing a different region of Asia, Haymarket. Abril Felman/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, Darlinghurst 2026. Phoebe Pratt/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 and 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.

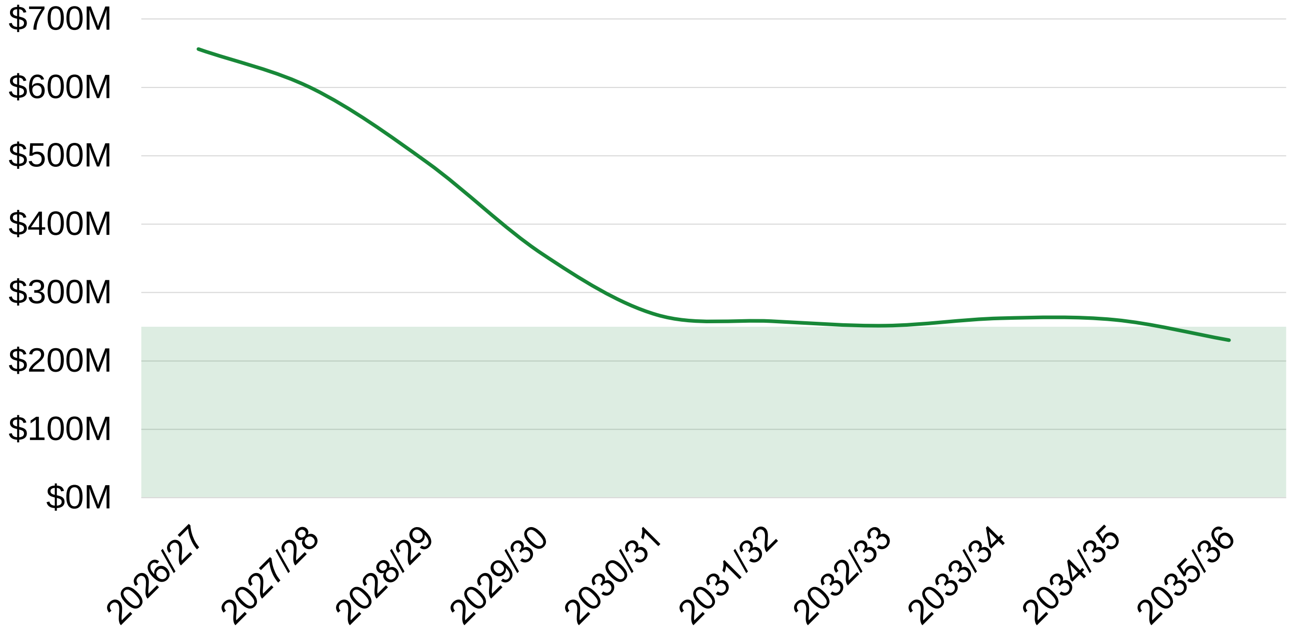


Figure 4. Projected cash and investment balances

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 (OLG) 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% 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% means maintenance spending is sufficient. Ratios above 100% indicate maintenance exceeds requirements, while ratios below 100% suggest a risk that asset backlogs may increase over time.

Debt service ratio

Benchmark: greater than 0% and less than 20%

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, Sydney. 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; and
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 billion comprising asset enhancement programs of $815.9 million, asset renewal programs of $1.442 billion and a capital contingency sum of $8 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.

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.

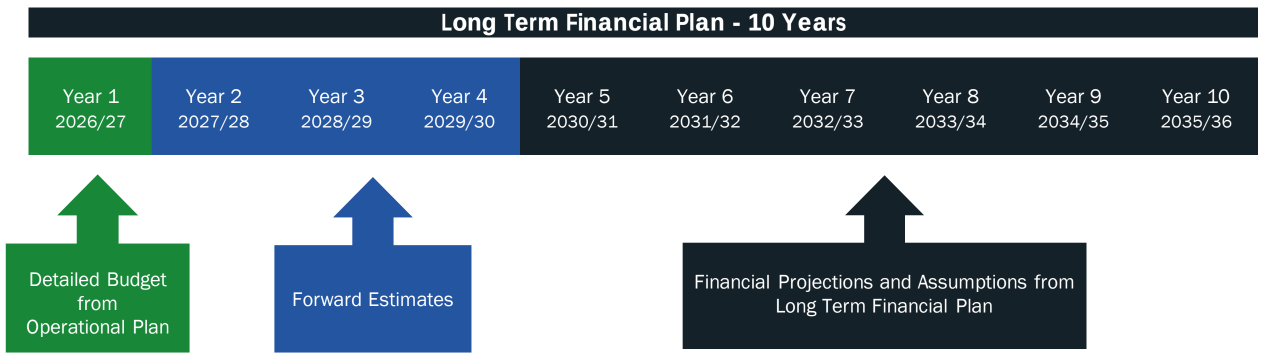
Maintaining sufficient cash and investments is essential to the long-term financial sustainability of Council. For this reason, cash flow will be a key measure monitored and reviewed throughout the life of the plan.

Office of Local Government performance measures

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

Consistent with the requirements of the 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**

* The deficit in 2028/29 is driven by a one-off, non-cash write-off of buildings to enable the Town Hall Square project. The City's underlying operating and cash position remains unchanged.

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**

***** The deficit in 2028/29 is driven by a one-off, non-cash write-off of buildings to enable the Town Hall Square project. The City's underlying operating and cash position remains unchanged.

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)**	**(12.1)**	**(14.5)**	**(12.9)**	**(51.3)**	**(13.2)**	**(13.6)**	**(16.5)**	**(14.5)**	**(14.9)**	**(15.3)**	**(139.4)**
Office of the Lord Mayor	0.0	4.7	(4.7)	(4.9)	(5.0)	(5.1)	(19.8)	(5.3)	(5.5)	(5.6)	(5.8)	(6.0)	(6.1)	(54.1)
Secretariat	0.0	2.1	(2.1)	(2.2)	(2.2)	(2.3)	(8.8)	(2.4)	(2.4)	(2.5)	(2.6)	(2.7)	(2.8)	(24.2)
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)	(4.1)	(36.5)
Chief Executive Office	0.0	1.8	(1.8)	(1.8)	(1.9)	(1.9)	(7.4)	(2.0)	(2.0)	(2.1)	(2.2)	(2.2)	(2.3)	(20.2)
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	(4.5)
Legal & Governance	**0.0**	**13.8**	**(13.8)**	**(14.3)**	**(14.8)**	**(15.4)**	**(58.4)**	**(15.9)**	**(16.5)**	**(17.1)**	**(17.7)**	**(18.4)**	**(19.0)**	**(163.1)**
Risk Management & Governance	0.0	4.8	(4.8)	(5.0)	(5.3)	(5.5)	(20.6)	(5.8)	(6.0)	(6.3)	(6.6)	(6.9)	(7.3)	(59.6)
Legal Services	0.0	8.2	(8.2)	(8.4)	(8.6)	(8.9)	(34.1)	(9.2)	(9.4)	(9.7)	(10.0)	(10.3)	(10.6)	(93.4)
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)	(1.1)	(10.1)
Chief Operations Office	**96.3**	**91.0**	**5.3**	**(5.6)**	**(7.8)**	**(7.0)**	**(15.1)**	**(7.5)**	**(8.9)**	**(8.6)**	**(5.7)**	**(9.8)**	**(9.1)**	**(64.9)**
Chief Operations Office	0.0	0.7	(0.7)	(0.7)	(0.8)	(0.8)	(3.0)	(0.8)	(0.8)	(0.9)	(0.9)	(0.9)	(0.9)	(8.3)
Property Services	96.2	70.0	26.2	17.1	14.1	15.2	72.6	15.3	14.6	15.5	19.1	15.7	17.1	169.9
Project Development and Delivery	0.0	3.6	(3.6)	(4.9)	(3.6)	(3.5)	(15.6)	(3.6)	(3.7)	(3.8)	(3.9)	(4.0)	(4.2)	(38.7)
Professional Services	0.0	5.5	(5.5)	(5.6)	(5.7)	(5.8)	(22.8)	(6.0)	(6.1)	(6.3)	(6.4)	(6.6)	(6.7)	(60.9)
City Design	0.0	6.3	(6.3)	(6.5)	(6.7)	(6.9)	(26.4)	(7.1)	(7.3)	(7.5)	(7.7)	(8.0)	(8.2)	(72.2)
Green Square	0.0	0.7	(0.7)	(0.8)	(0.8)	(0.8)	(3.0)	(0.8)	(0.8)	(0.9)	(0.9)	(0.9)	(0.9)	(8.3)
City Access & Transport	0.1	3.8	(3.6)	(3.7)	(3.9)	(4.0)	(15.2)	(4.1)	(4.2)	(4.3)	(4.5)	(4.6)	(4.8)	(41.7)
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**	**65.1**	**(61.1)**	**(63.2)**	**(65.4)**	**(68.0)**	**(257.6)**	**(70.3)**	**(72.5)**	**(75.0)**	**(77.8)**	**(80.2)**	**(82.6)**	**(716.1)**
Customer Service	3.9	9.5	(5.6)	(5.8)	(5.9)	(6.1)	(23.4)	(6.3)	(6.5)	(6.7)	(6.9)	(7.1)	(7.4)	(64.3)
People & Culture	0.0	10.3	(10.3)	(10.4)	(10.8)	(11.1)	(42.6)	(11.4)	(11.8)	(12.1)	(12.5)	(12.8)	(13.2)	(116.4)
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)	(4.2)	(4.4)	(38.3)
People Performance & Technology	0.0	0.7	(0.7)	(0.8)	(0.8)	(0.8)	(3.1)	(0.8)	(0.9)	(0.9)	(0.9)	(0.9)	(1.0)	(8.4)
Business & Service Improvement	0.0	1.3	(1.3)	(1.3)	(1.4)	(1.4)	(5.4)	(1.4)	(1.5)	(1.5)	(1.6)	(1.6)	(1.7)	(14.7)
Digital & Information Services	0.0	40.1	(40.0)	(41.4)	(43.0)	(44.9)	(169.3)	(46.5)	(48.0)	(49.8)	(51.9)	(53.4)	(55.1)	(474.0)
City Life	**26.3**	**118.6**	**(92.4)**	**(88.5)**	**(89.2)**	**(90.1)**	**(360.2)**	**(92.3)**	**(94.7)**	**(97.1)**	**(99.6)**	**(104.1)**	**(107.6)**	**(955.5)**
Creative City	1.2	38.8	(37.7)	(38.8)	(39.1)	(40.1)	(155.7)	(41.4)	(42.6)	(43.9)	(45.2)	(46.6)	(48.0)	(423.3)
Grants	0.1	33.0	(32.8)	(27.3)	(27.2)	(26.5)	(113.8)	(26.8)	(27.2)	(27.6)	(27.9)	(30.3)	(31.7)	(285.3)
Venue Management	15.2	12.7	2.5	2.5	2.7	2.8	10.6	2.9	2.9	3.0	3.1	3.1	3.2	28.8
Social City	9.7	25.5	(15.8)	(16.1)	(16.6)	(17.1)	(65.6)	(17.6)	(18.1)	(18.6)	(19.1)	(19.7)	(20.2)	(178.8)
City Economy & Safety	0.0	3.8	(3.8)	(3.7)	(3.8)	(3.8)	(15.1)	(3.9)	(4.0)	(4.1)	(4.2)	(4.4)	(4.5)	(40.2)
City Life Management	0.0	2.4	(2.4)	(2.5)	(2.5)	(2.6)	(10.0)	(2.7)	(2.8)	(2.8)	(2.9)	(3.0)	(3.1)	(27.3)
Sustainable & Resilient City	0.1	2.5	(2.4)	(2.6)	(2.7)	(2.8)	(10.6)	(2.9)	(3.0)	(3.1)	(3.2)	(3.3)	(3.4)	(29.4)
Strategic Development & Engagement	**0.7**	**24.5**	**(23.8)**	**(22.3)**	**(22.8)**	**(23.6)**	**(92.6)**	**(24.4)**	**(27.4)**	**(26.0)**	**(26.8)**	**(27.6)**	**(28.5)**	**(253.1)**
City Communications	0.0	10.5	(10.5)	(10.8)	(11.1)	(11.5)	(43.9)	(11.8)	(12.2)	(12.5)	(12.9)	(13.3)	(13.7)	(120.2)
Strategy & Urban Analytics	0.0	6.4	(6.4)	(4.4)	(4.4)	(4.6)	(19.9)	(4.8)	(7.2)	(5.1)	(5.3)	(5.4)	(5.6)	(53.3)
Resilient Sydney	0.7	1.3	(0.6)	(0.6)	(0.6)	(0.7)	(2.5)	(0.7)	(0.8)	(0.8)	(0.9)	(0.9)	(1.0)	(7.5)
City Engagement	0.0	2.4	(2.4)	(2.5)	(2.6)	(2.6)	(10.1)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(3.2)	(27.7)

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)	(2.1)	(2.2)	(2.3)	(2.3)	(2.4)	(2.5)	(21.9)
First Nations Leadership	0.0	1.5	(1.5)	(1.5)	(1.5)	(1.6)	(6.1)	(1.6)	(1.7)	(1.7)	(1.8)	(1.8)	(1.9)	(16.6)
Strategic Development & Engagement	0.0	0.5	(0.5)	(0.5)	(0.5)	(0.6)	(2.1)	(0.6)	(0.6)	(0.6)	(0.6)	(0.6)	(0.7)	(5.9)
Corporate Costs	**473.0**	**16.6**	**456.3**	**469.8**	**489.6**	**505.4**	**1,921.1**	**528.6**	**552.0**	**576.2**	**598.2**	**623.5**	**647.3**	**5,446.8**
Finance and Procurement	**0.7**	**14.4**	**(13.6)**	**(13.8)**	**(14.2)**	**(14.6)**	**(56.1)**	**(15.0)**	**(15.4)**	**(15.9)**	**(16.4)**	**(16.9)**	**(17.0)**	**(152.7)**
Finance and Procurement Management	0.0	1.4	(1.4)	(1.4)	(1.4)	(1.5)	(5.7)	(1.5)	(1.6)	(1.6)	(1.7)	(1.7)	(1.8)	(15.6)
Business Planning & Performance	0.0	1.5	(1.5)	(1.5)	(1.6)	(1.6)	(6.1)	(1.7)	(1.7)	(1.7)	(1.8)	(1.9)	(1.9)	(16.8)
Financial Planning & Reporting	0.0	4.1	(4.1)	(4.2)	(4.4)	(4.5)	(17.2)	(4.6)	(4.7)	(4.9)	(5.0)	(5.2)	(5.3)	(46.9)
Revenue and Payments	0.7	3.7	(3.0)	(2.9)	(3.0)	(3.1)	(11.9)	(3.2)	(3.2)	(3.3)	(3.4)	(3.6)	(3.7)	(32.3)
Procurement	0.0	3.8	(3.8)	(3.8)	(3.8)	(3.9)	(15.2)	(4.0)	(4.2)	(4.3)	(4.4)	(4.5)	(4.3)	(41.0)
City Services	**154.1**	**268.5**	**(114.4)**	**(118.4)**	**(126.9)**	**(131.5)**	**(491.2)**	**(136.4)**	**(141.1)**	**(145.7)**	**(150.7)**	**(156.1)**	**(160.7)**	**(1,382.0)**
Security & Emergency Management	0.0	7.0	(7.0)	(7.3)	(7.5)	(7.7)	(29.5)	(7.9)	(8.2)	(8.4)	(8.7)	(9.0)	(9.2)	(81.0)
City Rangers	42.7	30.3	12.5	12.7	13.0	13.4	51.5	13.8	14.2	14.6	15.0	15.4	15.8	140.2
Parking Fleet and Depot Services	62.0	20.2	41.7	43.0	44.3	45.6	174.5	47.0	48.4	50.1	51.5	53.1	54.6	479.2
City Greening & Leisure	3.8	57.3	(53.5)	(54.7)	(56.3)	(58.0)	(222.4)	(60.2)	(62.0)	(64.0)	(65.9)	(68.1)	(69.5)	(612.0)
City Services Management	0.0	0.9	(0.9)	(1.0)	(1.0)	(1.0)	(3.9)	(1.1)	(1.1)	(1.1)	(1.2)	(1.2)	(1.2)	(10.7)
Infrastructure Services	45.2	60.9	(15.7)	(16.6)	(17.4)	(18.3)	(68.1)	(18.9)	(19.5)	(20.0)	(20.6)	(21.3)	(21.9)	(190.3)
City Cleansing & Resource Recovery	0.4	91.9	(91.5)	(94.5)	(101.9)	(105.5)	(393.4)	(109.1)	(112.9)	(116.8)	(120.8)	(125.0)	(129.4)	(1,107.5)
City Planning Development & Transport	**21.4**	**46.8**	**(25.5)**	**(27.3)**	**(28.1)**	**(29.0)**	**(109.9)**	**(29.8)**	**(30.7)**	**(31.7)**	**(32.6)**	**(33.6)**	**(34.6)**	**(302.9)**
Health & Building	2.9	17.2	(14.3)	(14.7)	(15.2)	(15.6)	(59.9)	(16.1)	(16.6)	(17.1)	(17.6)	(18.1)	(18.7)	(164.1)
Construction & Building Certification Services	11.8	3.6	8.2	7.3	7.5	7.8	30.8	8.0	8.2	8.5	8.7	9.0	9.3	82.5
Planning Assessments	6.1	19.6	(13.6)	(13.9)	(14.3)	(14.7)	(56.4)	(15.2)	(15.6)	(16.1)	(16.6)	(17.1)	(17.6)	(154.4)
Strategic Planning & Urban Design	0.6	6.4	(5.8)	(6.0)	(6.2)	(6.4)	(24.4)	(6.6)	(6.8)	(7.0)	(7.2)	(7.4)	(7.6)	(66.8)
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	214.3	354.1	61.2	358.8	369.6	383.8	402.7	420.9	438.8	461.7	478.8	499.4
A leading environmental performer	1.2	109.3	(108.1)	32.6	(111.9)	(119.8)	(123.9)	(128.0)	(132.4)	(136.8)	(141.5)	(146.3)	(151.2)
Public places for all	48.8	110.9	(62.1)	122.7	(64.0)	(66.3)	(68.5)	(71.1)	(73.2)	(75.6)	(77.8)	(80.4)	(82.1)
Design excellence and sustainable development	21.4	54.6	(33.2)		(36.4)	(36.0)	(36.8)	(37.8)	(38.9)	(40.1)	(41.2)	(42.4)	(43.7)
A city for walking, cycling and public transport	64.7	16.2	48.5	40.3	50.0	51.5	53.0	54.6	56.2	58.2	59.9	61.7	63.5
An equitable and inclusive city	7.9	52.5	(44.6)	1.3	(44.9)	(45.7)	(47.0)	(48.3)	(49.6)	(51.1)	(52.5)	(54.0)	(55.5)
Resilient and diverse communities	60.4	60.7	(0.3)	8.8	(0.5)	(0.6)	(0.7)	(0.8)	(0.9)	(1.0)	(1.1)	(1.2)	(1.3)
A thriving cultural and creative life	3.5	15.6	(12.1)	6.3	(11.2)	(11.0)	(11.2)	(11.3)	(11.5)	(11.6)	(11.8)	(11.9)	(12.1)
A transformed and innovative economy	0.2	31.7	(31.5)	0.0	(30.2)	(30.2)	(30.8)	(31.7)	(34.9)	(33.6)	(34.6)	(35.6)	(36.6)
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 Project Name	Project Group	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
City Centre Sydney Square Upgrade	*Public Domain - Asset Enhancement*	*1.7*	7.5	10.0	2.5	0.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	20.0	21.7
Dixon Street Public Domain Improvements	*Public Domain - Asset Enhancement*	*3.3*	4.4	2.0	0.0	0.0	6.4	0.0	0.0	0.0	0.0	0.0	0.0	6.4	9.7
Redfern and Darlington Pedestrian Improvements	*Public Domain - Asset Enhancement*	*2.3*	1.6	1.2	1.0	0.0	3.8	0.0	0.0	0.0	0.0	0.0	0.0	3.8	6.1
Northern Enterprise Precinct Public Domain Works	*Public Domain - Asset Enhancement*	*0.0*	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	5.0	5.0
George Street North Pedestrianisation (Hunter to Alfred Sts)	*Public Domain - Asset Enhancement*	*30.7*	7.0	7.8	3.5	0.0	18.3	0.0	0.0	0.0	0.0	0.0	0.0	18.3	49.0
Erskineville Road Village footpath upgrade	*Public Domain - Asset Enhancement*	*0.2*	0.2	4.2	5.4	0.0	9.8	0.0	0.0	0.0	0.0	0.0	0.0	9.8	10.0
Link Road and Epsom Road Intersection	*Public Domain - Asset Enhancement*	*4.3*	7.7	0.5	0.0	0.0	8.2	0.0	0.0	0.0	0.0	0.0	0.0	8.2	12.5
Campbell Street Public Domain Upg (George to Pitt Street)	*Public Domain - Asset Enhancement*	*0.2*	0.2	0.3	0.5	1.0	1.9	3.3	1.5	1.2	0.0	0.0	0.0	7.9	8.0
Victoria St Public Domain Upg (Craigend Street to Burton St)	*Public Domain - Asset Enhancement*	*0.9*	4.7	4.5	4.5	0.5	14.1	0.0	0.0	0.0	0.0	0.0	0.0	14.1	15.0
Stanley St Public Domain Upgrade (Crown to Riley)	*Public Domain - Asset Enhancement*	*0.0*	0.2	4.0	0.8	0.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	5.0
Town Hall square	*Public Domain - Asset Enhancement*	*0.2*	0.8	20.0	56.0	53.0	129.8	20.0	0.0	0.0	0.0	0.0	0.0	149.8	150.0
On-Street dining Permanent Sites	*Public Domain - Asset Enhancement*	*2.0*	2.0	2.0	3.0	3.0	10.0	3.0	3.0	2.0	0.0	0.0	0.0	18.0	20.0
Contribution to VPA - New public domain at 905 South Dowling	*Public Domain - Asset Enhancement*	*0.0*	0.0	0.0	3.5	3.7	7.2	0.0	0.0	0.0	0.0	0.0	0.0	7.2	7.2
Footpath renewal of Darlighurst Rd,Craigend St to Burton st	*Public Domain - Asset Enhancement*	*0.0*	2.5	2.5	0.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	5.0
Mandible Street Sports Precinct	*Open Space & Parks - Asset Enhancement*	*0.9*	2.3	5.0	22.5	22.5	52.3	22.5	2.2	0.0	0.0	0.0	0.0	77.1	78.0
Sydney Park - Fmr Nursery Re-use	*Open Space & Parks - Asset Enhancement*	*0.2*	0.4	0.6	5.0	5.0	11.0	0.8	0.0	0.0	0.0	0.0	0.0	11.8	12.0
Gunyama Park Stage 2 & George Julius Avenue North	*Open Space & Parks - Asset Enhancement*	*23.8*	1.3	0.0	0.0	0.0	1.3	0.0	0.0	0.0	0.0	0.0	0.0	1.3	25.1
New Open Space - 22 ORiordan St Alexandra	*Open Space & Parks - Asset Enhancement*	*0.2*	0.3	1.5	10.0	5.5	17.3	0.5	0.0	0.0	0.0	0.0	0.0	17.8	18.0
Wentworth P Central (Landscape,Play Field, Courts + building	*Open Space & Parks - Asset Enhancement*	*0.0*	0.0	0.1	0.1	9.8	10.0	15.0	15.0	0.0	0.0	0.0	0.0	40.0	40.0
Sportsfield Lighting	*Open Space & Parks - Asset Enhancement*	*0.0*	0.1	0.3	2.1	2.0	4.5	2.2	0.0	0.0	0.0	0.0	0.0	6.7	6.7
Green Square Public School and Community Spaces	*Properties - Community, Cultural and Recreational - Asset Enhancement*	*28.0*	1.5	0.0	0.0	0.0	1.5	0.0	0.0	0.0	0.0	0.0	0.0	1.5	29.5
New Childcare - Fig & Wattle Street Ultimo	*Properties - Community, Cultural and Recreational - Asset Enhancement*	*0.0*	0.0	8.0	0.0	0.0	8.0	0.0	0.0	0.0	0.0	0.0	0.0	8.0	8.0
Sports Facilities - Fig & Wattle Street Ultimo	*Properties - Community, Cultural and Recreational - Asset Enhancement*	*0.0*	0.0	7.0	0.0	0.0	7.0	0.0	0.0	0.0	0.0	0.0	0.0	7.0	7.0

City of Sydney

Capital Works Individual Projects > $5M

$M Project Name	Project Group	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
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 Project Name	Project Group	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**
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	115.6	37.7	24.7	2.2	0.7	0.0	(46.0)	7.0	(18.0)	(75.0)
Total Capital Expenditure	**(201.1)**	**(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)	**17.0**	**(58.1)**	**(108.0)**	**(133.2)**	**(89.2)**	**(9.4)**	**(6.6)**	**10.8**	**(2.2)**	**(29.8)**
Total Cash at Beginning of Period	**639.0**	**656.0**	**597.9**	**490.0**	**356.7**	**267.5**	**258.1**	**251.5**	**262.3**	**260.1**
Cash Surplus/(Deficit)	**17.0**	**(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
$M	Acquisitions	Disposals	Net Budget		
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.

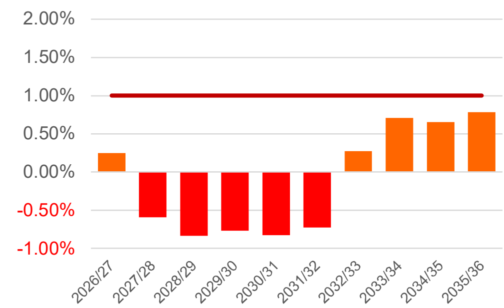
City of Sydney

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

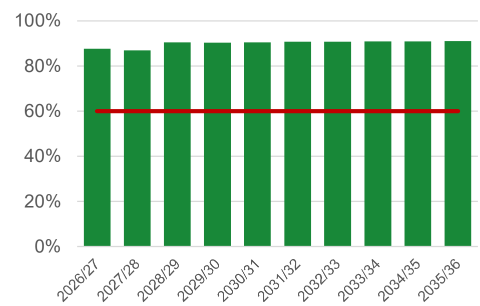


Operating Revenue (excluding Capital Grants & Contributions)
less **Operating Expenses**

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



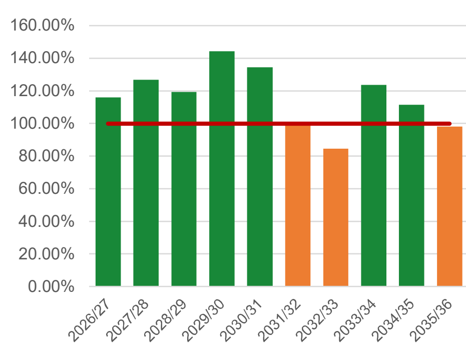
Total continuing operating revenue (excluding all grants and contributions)

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

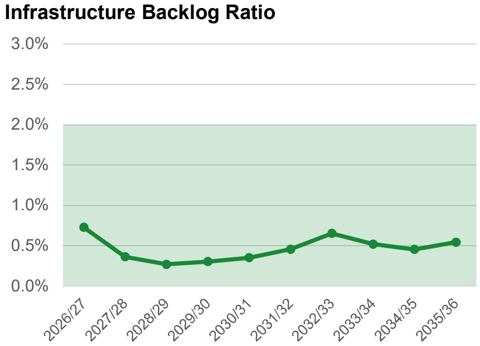
Required Renewal* of Building and Infrastructure Assets

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

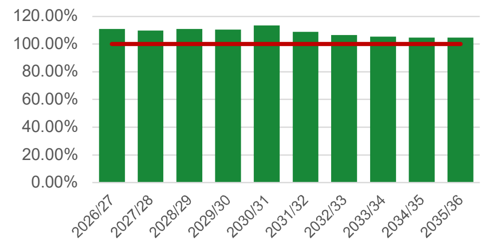
Written Down Value of Infrastructure
(incl roads and drainage assets), **Building, Other Structures and Depreciable Land Improvements Assets**

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.

City of Sydney
OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS

Infrastructure and Service Management Indicators (continued)

Asset Maintenance Ratio

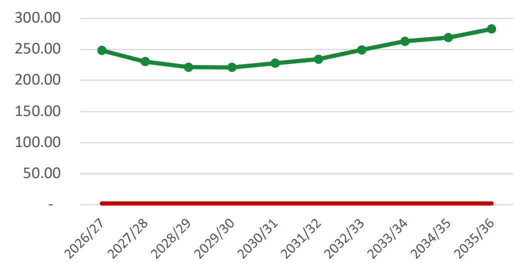


$$\frac{\textbf{Actual Asset Maintenance}}{\textbf{Required Asset Maintenance}}$$

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

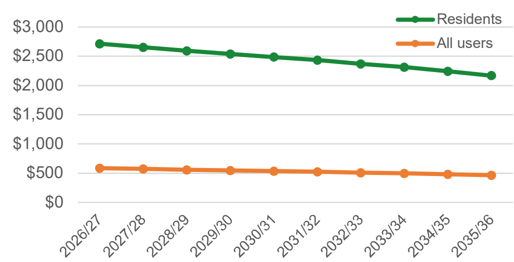


Principal Repayments (from Statement of Cash Flows) **plus Borrowing Interest Costs** (from the income statement)
___
Operating Results before Interest and Depreciation Expense (EBITDA)

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



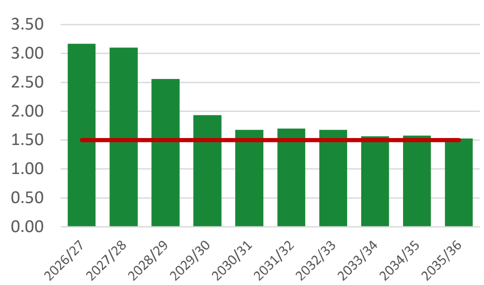
Real Operating Expenditure
___
Residential Population of Local Government Area

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

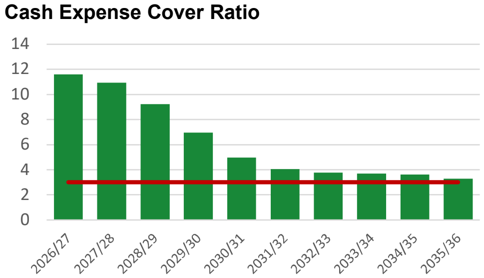


Current assets (excluding all external restrictions)
___
Current liabilities (less specific purpose liabilities)

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**
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	**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**

* The deficit in 2028/29 is driven by a one-off, non-cash write-off of buildings to enable the Town Hall Square project. The City's underlying operating and cash position remains unchanged.

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	115.6	37.7	24.7	2.2	0.7	0.0	(46.0)	7.0	(18.0)	(75.0)
Total Capital Expenditure	**(201.1)**	**(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)	**11.5**	**(70.3)**	**(121.4)**	**(147.6)**	**(104.5)**	**(25.7)**	**(23.7)**	**(7.2)**	**(21.1)**	**(49.8)**
Total Cash at Beginning of Period	**639.0**	**650.5**	**580.3**	**458.8**	**311.2**	**206.7**	**181.0**	**157.3**	**150.0**	**129.0**
Cash Surplus/(Deficit)	**11.5**	**(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**
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	**81.6**	**83.2**	**(137.9)**	**48.9**	**75.9**	**48.4**	**49.0**	**60.8**	**65.8**	**68.2**	**70.1**	**438.3**

* The deficit in 2028/29 is driven by a one-off, non-cash write-off of buildings to enable the Town Hall Square project. The City's underlying operating and cash position remains unchanged.

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	115.6	37.7	24.7	2.2	0.7	0.0	(46.0)	7.0	(18.0)	(75.0)
Total Capital Expenditure	**(201.1)**	**(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)	**3.0**	**(73.2)**	**(122.1)**	**(149.4)**	**(106.1)**	**(27.1)**	**(25.0)**	**(8.2)**	**(21.8)**	**(50.3)**
Total Cash at Beginning of Period	**639.0**	**642.0**	**568.8**	**446.7**	**297.3**	**191.2**	**164.1**	**139.1**	**130.9**	**109.0**
Cash Surplus/(Deficit)	**3.0**	**(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

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

Contents

Table of figures

Asset management policy

Cover image: Green Square School and community spaces, Green Square. Abril Felman/City of Sydney

Executive summary

This asset management strategy provides a framework to guide the planning, construction, maintenance, and operation of the assets that are essential for the City of Sydney 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 standards[1] 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.

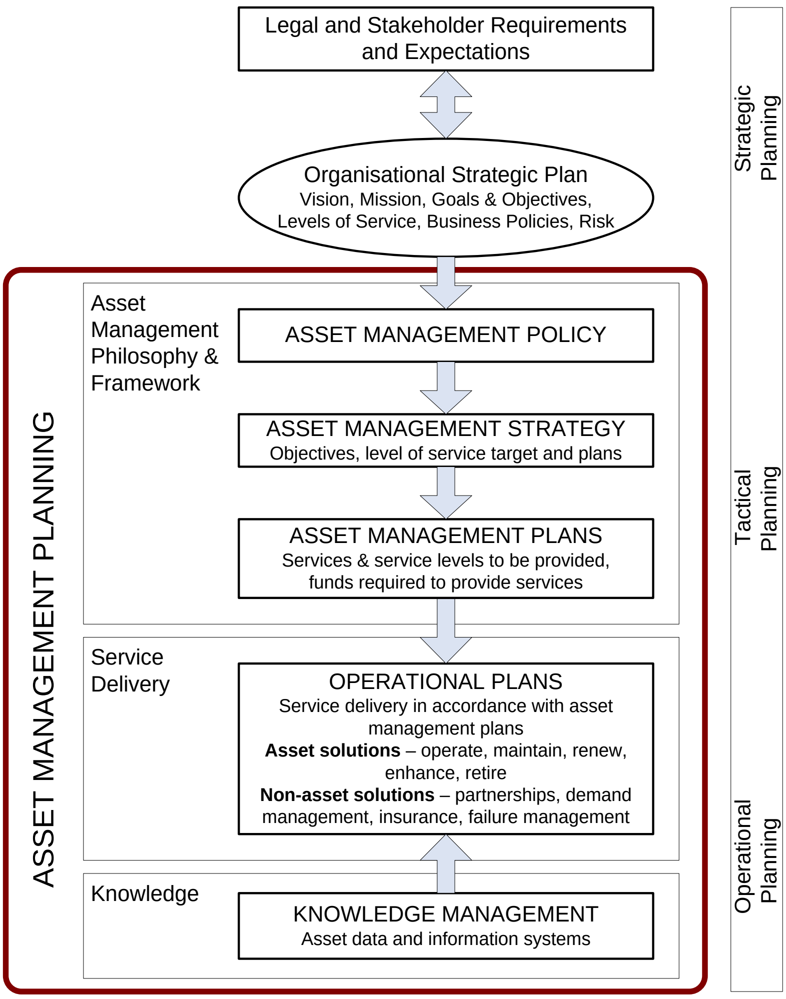


Figure 1. Asset management planning process

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 the10-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.

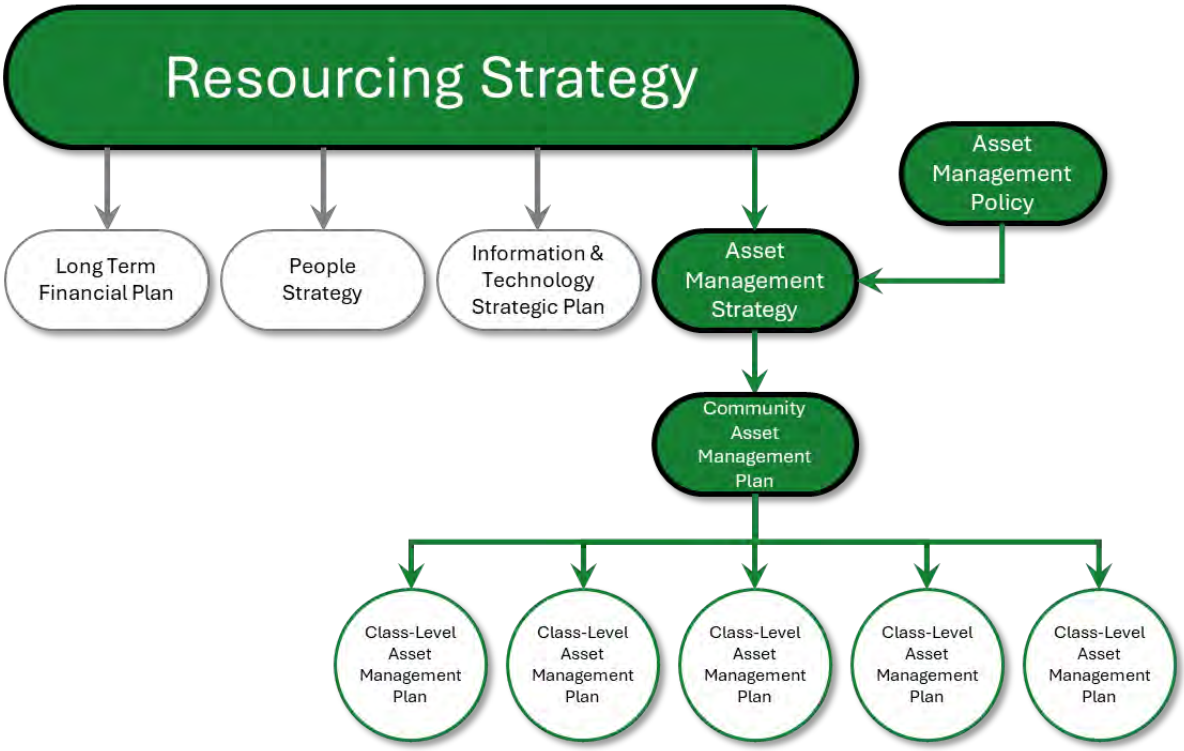


Figure 2. Asset management planning documents within the overall resourcing strategy

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 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.

Image 1. Drying Green Park, Green Square. Jessica Lindsay/City of Sydney

Our assets

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

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, 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.

Figure 3. Assets used for providing services

Our assets and their management

Financial status of assets

The financial status of our assets is shown in the below.

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	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**
	Active transport	Footpath	742 km	818.3

Asset class	Asset category	Asset type	Quantity	Replacement cost ($000,000)
		Cycleway	117 km	Included in road surface
			Sub-total	**818.3**
	Lighting and electrical	Smart poles, light poles, electrical conduits and 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 4. Financial status of our asset

The percentage distribution of replacement costs of the City of Sydney's assets is shown below.

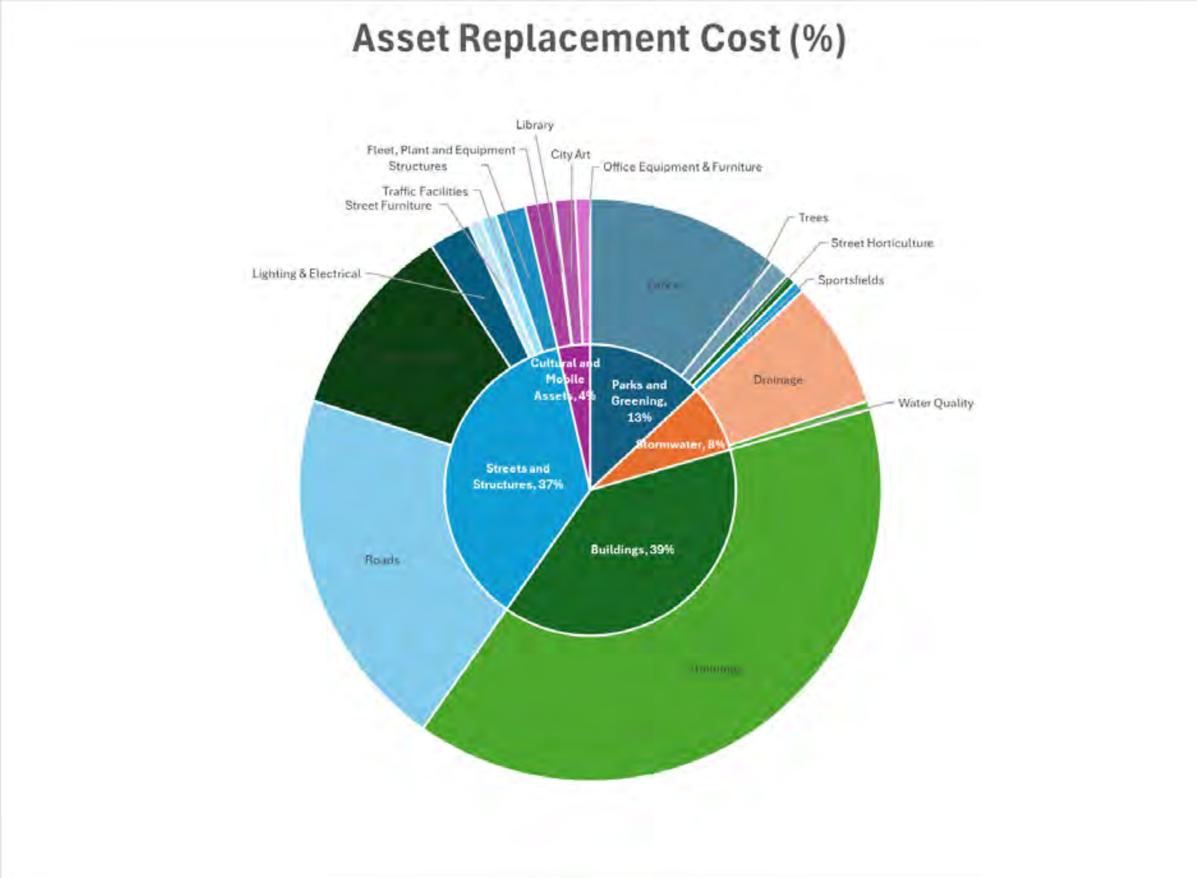


Figure 5. Asset replacement cost

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. IIMM condition ratings are shown below.

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

Figure 6. IIMM condition ratings

Current asset condition assessments are shown in the table below.

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 and retaining walls	2.1	2020	2025	98
	Sea walls	2.5	2020	2025	100
	Jetties/pontoons	2.5	2020	2025	100
	Fences	2.5	2020	2025	N/A
Stormwater	Drainage – pits – collected area	2.0	2021	Underway	98
	Drainage – pipes – collected area	2.3	2021	Underway	89
	Gross pollutant traps	2.0	2020	2025	90
	Raingardens	1.8	2019	2024	90
Parks	Iconic	2.7	2023	2028	91
	Neighbourhood	2.6	2023	2028	96
	Pocket parks	2.7	2023	2028	89
	Streetscapes	3	2022	2027	99
	Traffic treatment	3	2022	2027	99
Trees	Parks trees	1.86	2022	2027	99
	Street trees	1.7	2022	2027	99
	Property trees	1.6	2022	2027	99
Buildings		2.4	2022	Ongoing	97
Street Furniture	Smartpoles, light poles	1.2	2025	Underway	99
	Mounted lights	2.1	2025	Underway	99
	Street furniture:				
	Bins and ashtrays	2.6	2022	2025	100

Asset category	Asset component	Average condition	Latest year of assessment	Next proposed assessment	% of assets rated as satisfactory
	Cycle parking	2.48	2016	Underway	92
	Information stand	2.0	2016	Underway	93
	Kiosks (owned by us)*	N/A	N/A	N/A	–
	Seats	2.4	2022	Underway	86
	Shelters	3.5	2022	Underway	99
	Permanent survey marks	2.9	2022	Underway	99
Plant and equipment	Fleet	2.4	2022	TBC	99

Figure 7. Current asset condition assessments

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 (Asset Strategy and Systems), 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 below.

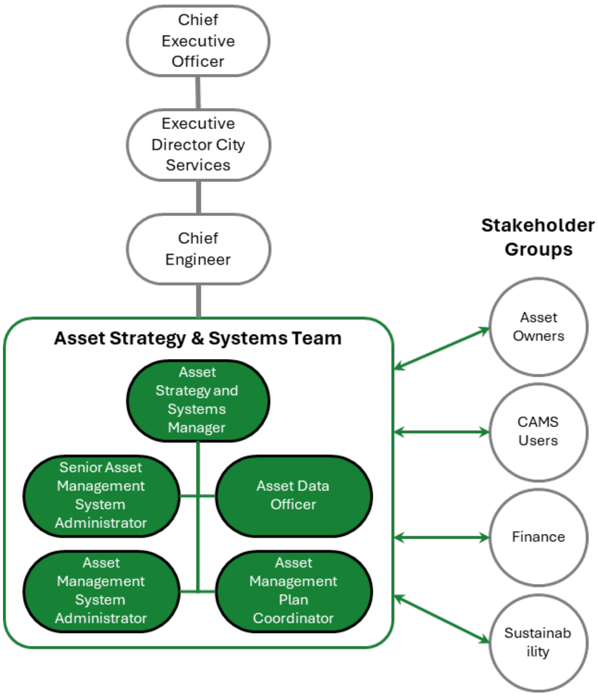


Figure 8. Asset Strategy and Systems team structure

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 follows.

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.

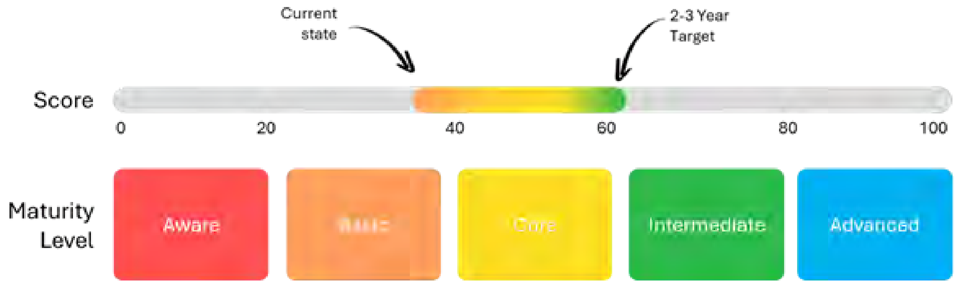


Figure 10. Maturity assessment score

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

1. Asset management system

amework or policies, strategies, plans, guidelines, tools etc required to manage assets

2. Data, information and knowledge

registers, works management tools, data collection and validation methods, datasets, dashboards, ting

3. Leadership and people

s, asset management panel, roles and responsibilities

4. Financial sustainability and levels of service

ets, valuations, depreciation, unit rates, useful lives, cost control, levels of service

5. Environment and resilience

sions 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 a later section in this strategy.

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.

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

Figure 11. Linked community strategic plan directions

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.

Focus area	Desired key outcomes	Priority projects
Asset management system[6] 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 IP&R 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

Figure 12. Asset management strategy focus areas

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.

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
Data, information and technology	• Improved data governance • Higher confidence in data	• Formalise and implement the handover process: - Define minimum council data standards for all assets

Theme	Key outcomes	Priority projects
	• Higher confidence in data-supported/evidence-based decisions	– 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. • 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.

Theme	Key outcomes	Priority projects
		• 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

Figure 13. Asset management improvement plan

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.

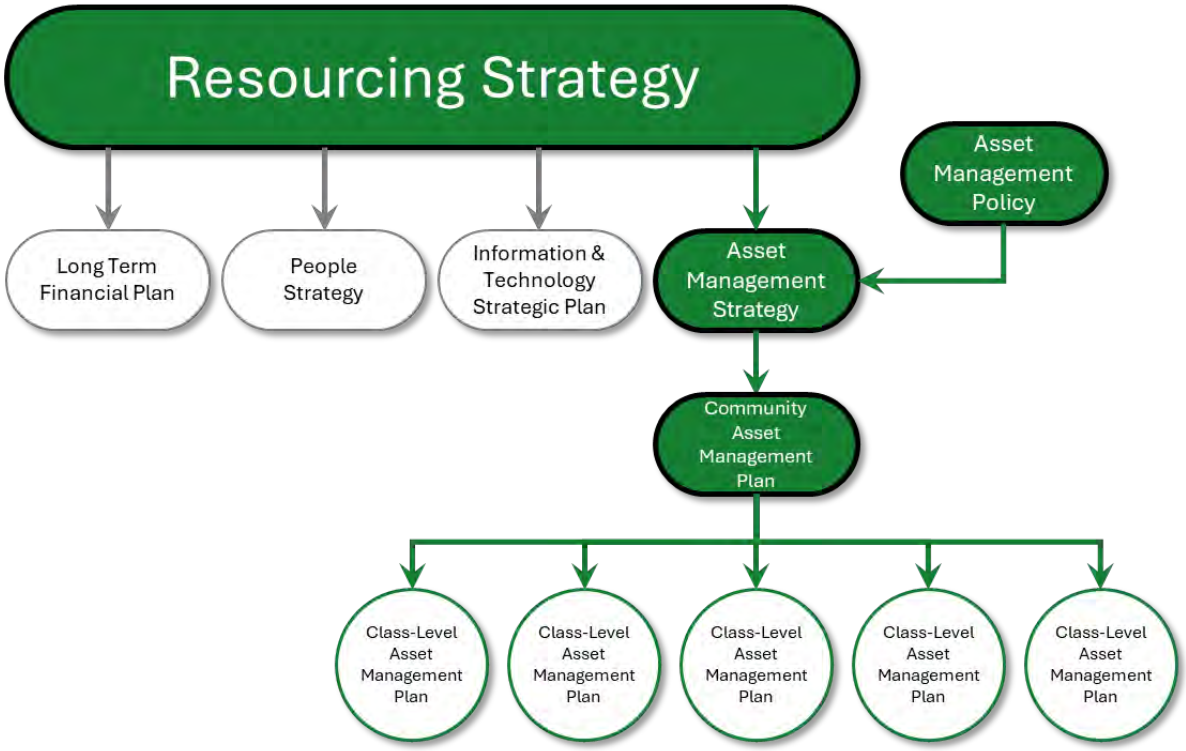


Figure 1. City of Sydney asset management framework

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

Community Asset Management Plan 2026–2029

Community Asset Management Plan
2026

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

Contents

Table of figures

Cover image: The Drying Green and Green Square Public School and Community Space, Green Square. 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.

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 standards[1] for asset management (ISO 55000, ISO 550001 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.

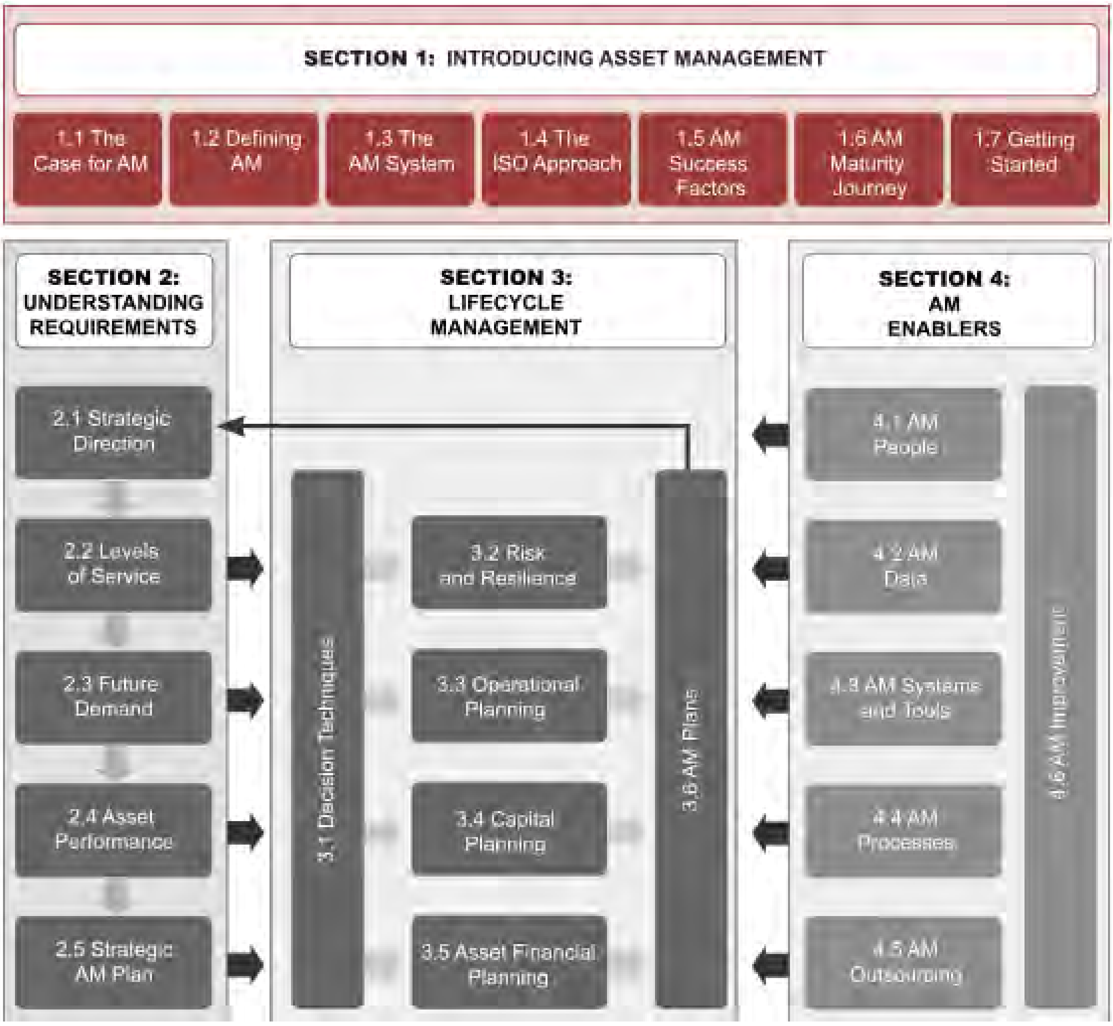


Figure 1. Asset Management Interconnectivity IIMM 2020

[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.

Within the context of our resourcing strategy, figure 2 shows how the asset management planning documents relate to one another.

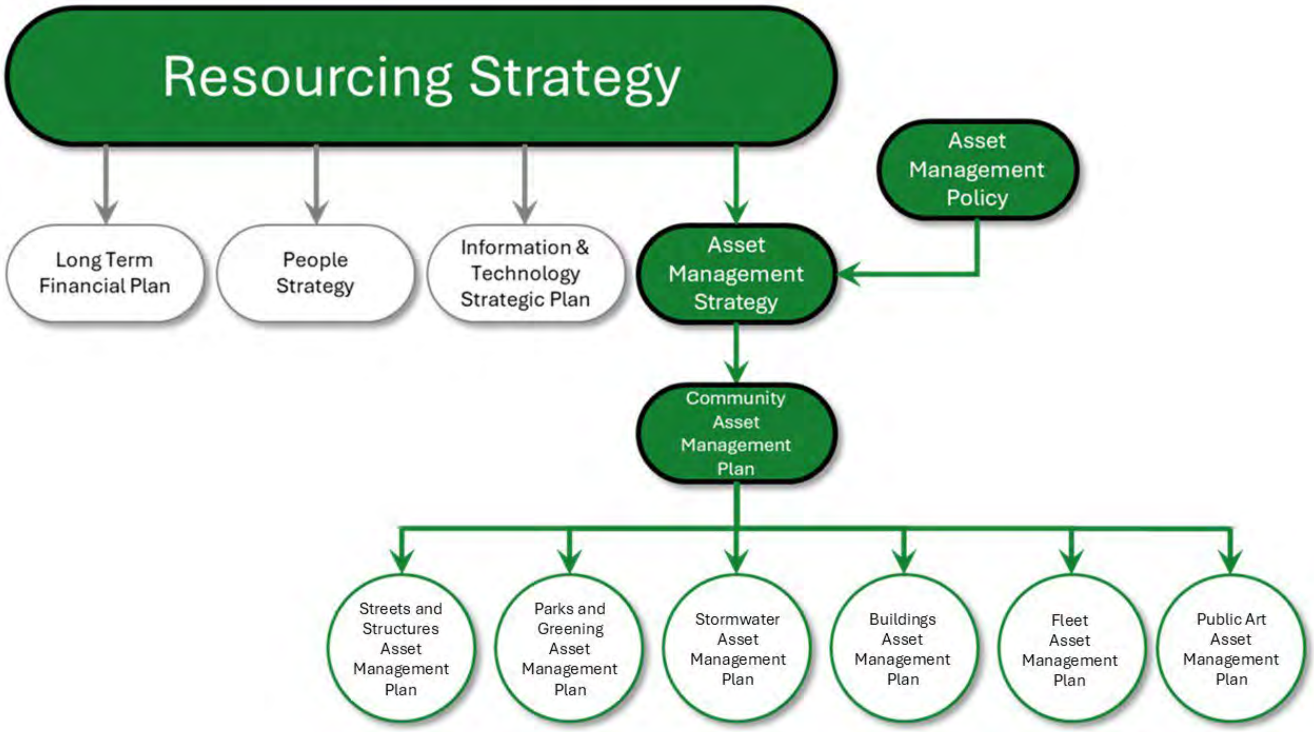


Figure 2. Asset management planning documents within the overall resourcing strategy

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.

The asset classes we identify as critical are included in this plan and outlined in the table below.

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.

Figure 3. Assets used for providing services

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.

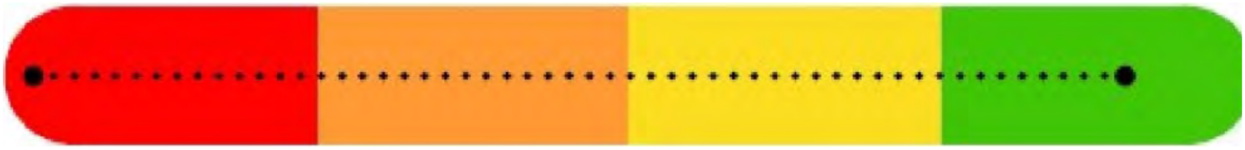
We categorise the level of risk appetite as follows:

No/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

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.

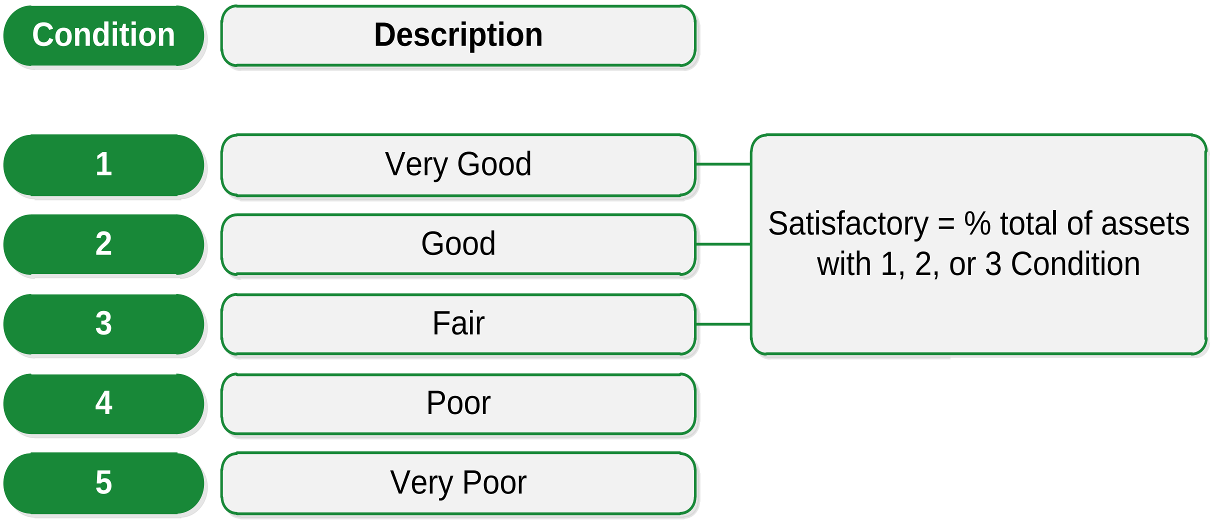


Figure 4. IIMM condition ratings

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

Figure 5. Condition grading system

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.

Image 2. Andrew (Boy) Charlton Pool, Woolloomooloo. Nick Langley/City of Sydney

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 3. Road resurfacing works on Cumberland Street, The Rocks in July 2024. 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

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.

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	3,527m²	Minimum area 2,000m² 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%

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

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 and 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 and 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 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.

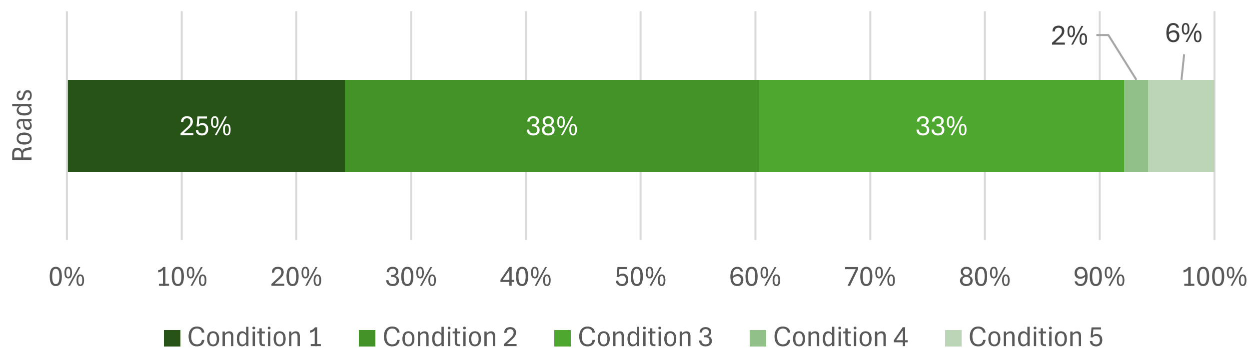
Meeting future demand will involve targeted asset renewals, increased use of sustainable and low-carbon materials, expansion of pedestrian and cycling infrastructure and improved maintenance strategies. Better asset data, predictive modelling and risk-based prioritisation will help ensure we respond efficiently and in line with Sustainable Sydney 2030–2050 Continuing the Vison 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.



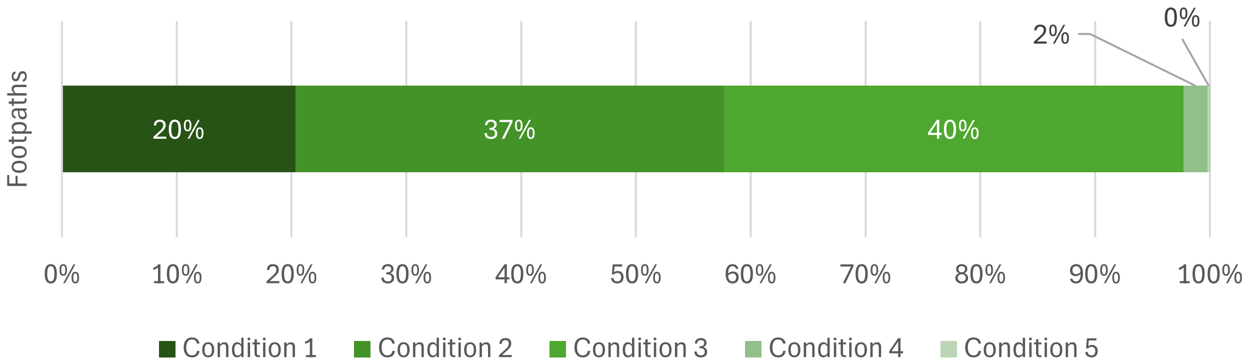
These photographs provide visual examples to illustrate condition 1 (very good) and 5 (very poor) for road assets.

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.



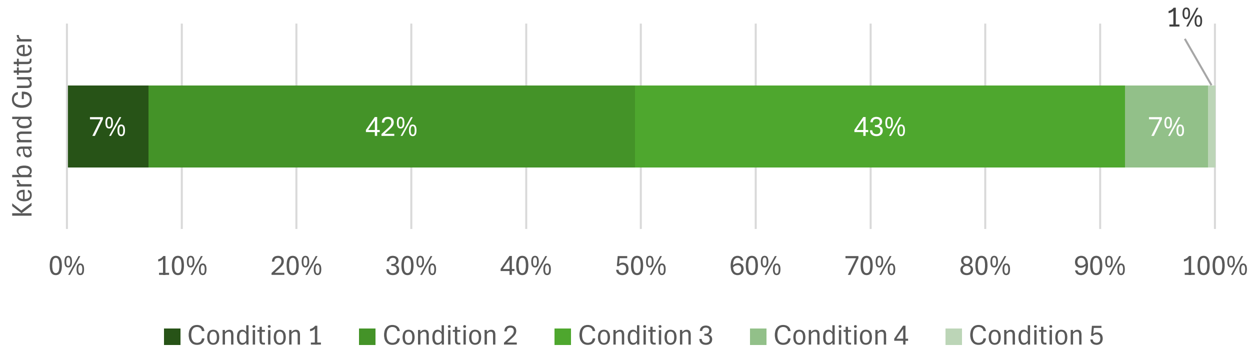
These photographs of provide visual examples to illustrate condition 1 (very good) and 5 (very poor) for footpath assets.

Condition 1 – Very good

Condition 5 – Very poor

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 – Very good

Condition 5 – Very poor

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

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 4. 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 are 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

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

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%

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

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 and 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

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

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.

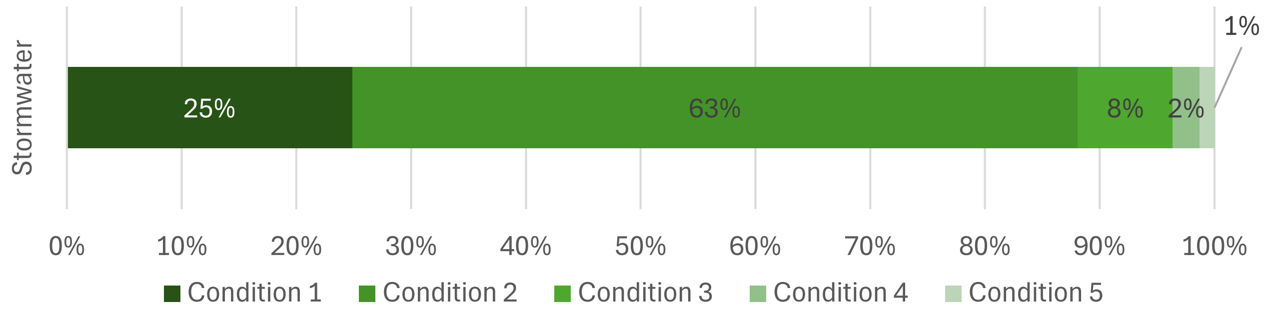
Current asset condition ratings

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.

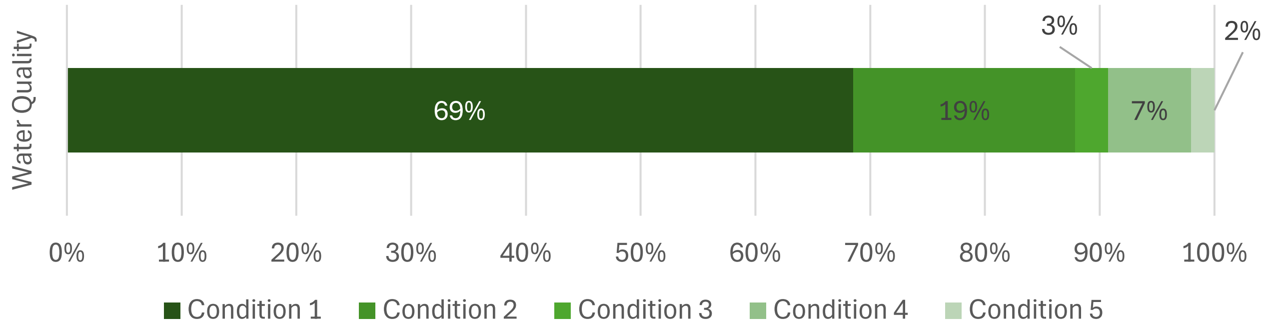
The chart below shows how the condition ratings of stormwater drainage assets are distributed, expressed as a percentage of their total replacement value.



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 5. Perry Park synthetic field. 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

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 6. Bourke Street Park community garden, Woolloomooloo. 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 and 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

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%

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

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

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 and 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

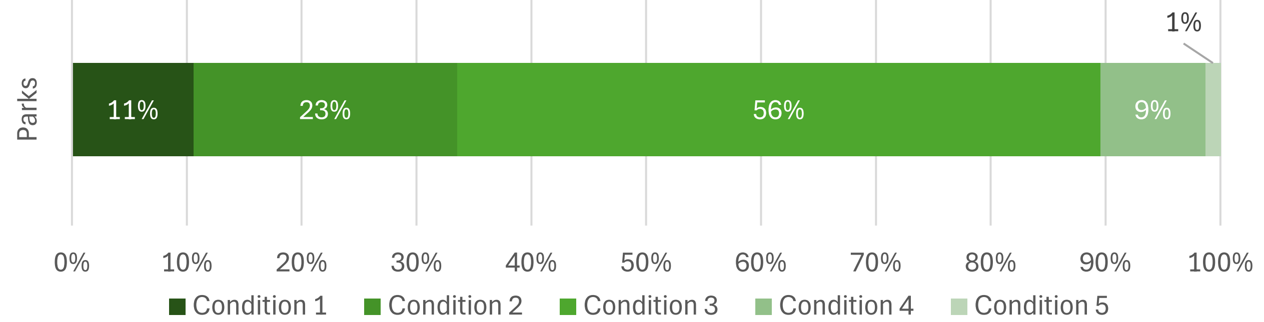
The city's future demand for parks and greening will be driven mainly by population growth, increasing urban density and changing community expectations for high-quality open space. As more residents live in compact housing and daily visitation increases, demand for parks, sportsfields, playgrounds and 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

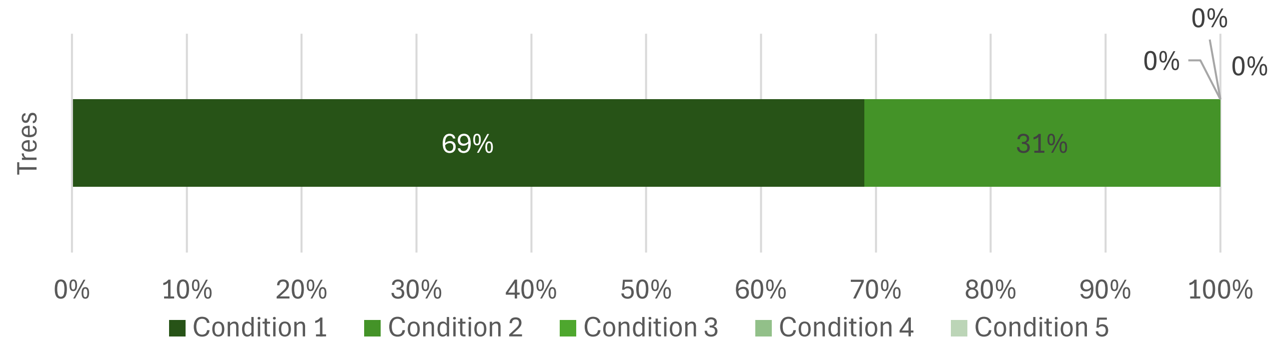
Parks

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)		

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

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 7. Centennial Hall within Sydney Town Hall. 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.

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.

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

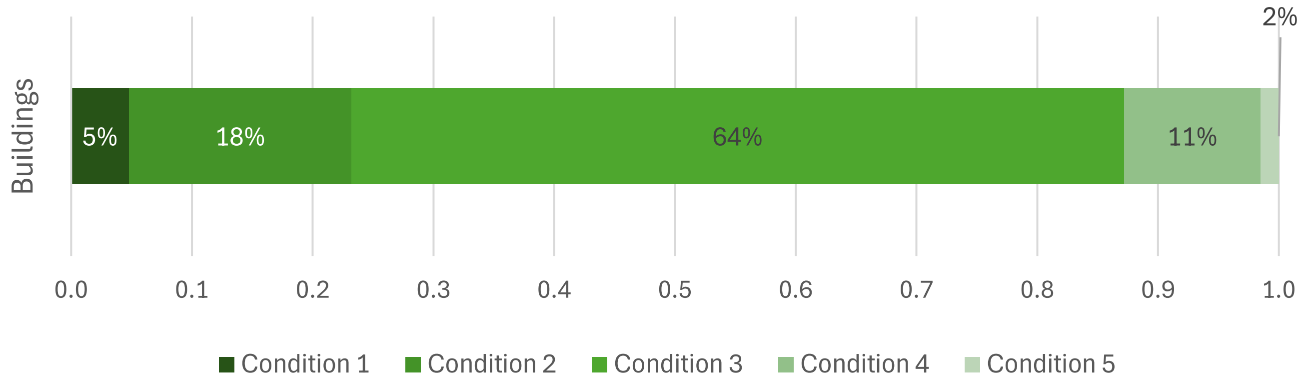
Future demand planning

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.

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

Contents

Cover image: City of Sydney employee at Waterloo Library. Abril Felman/City of Sydney

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. 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. 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. Chris Southwood/City of Sydney

Supporting documents

Image 4. Checking our water irrigation system. Chris Southwood/City of Sydney

Our workforce profile 2025

Workforce at a glance[1]

- 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+).

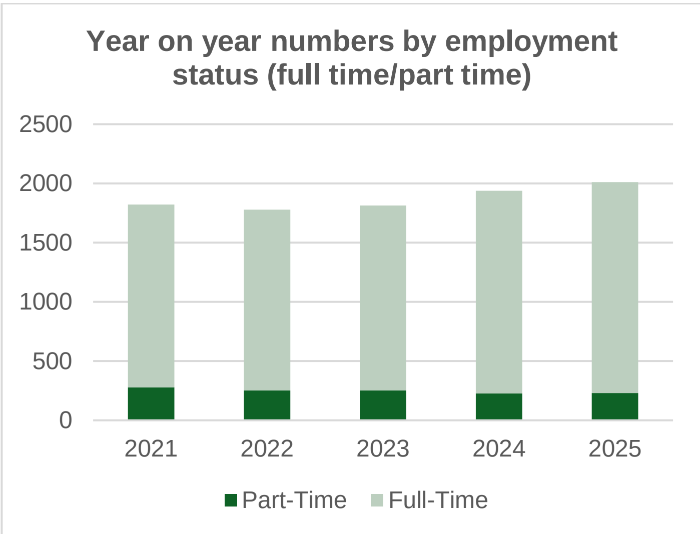
Workforce composition

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.

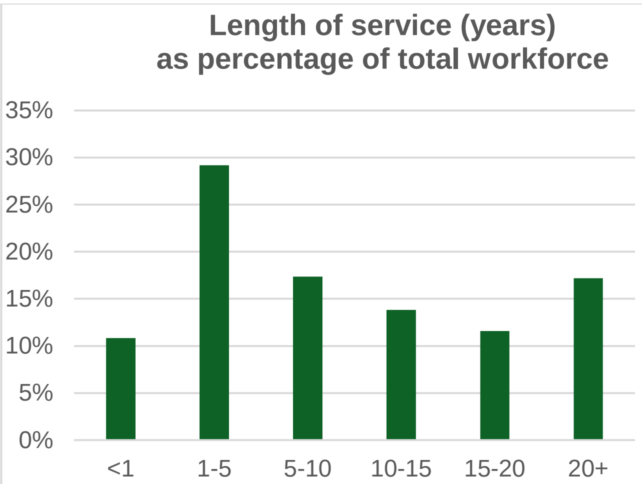
The separation rate for new employees, i.e. those that commenced during 2024/25, excluding the completion of term appointments (also known as the new starter turnover rate) was 6.0% as compared to 7.7% the prior year.

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 agencies[2].

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.

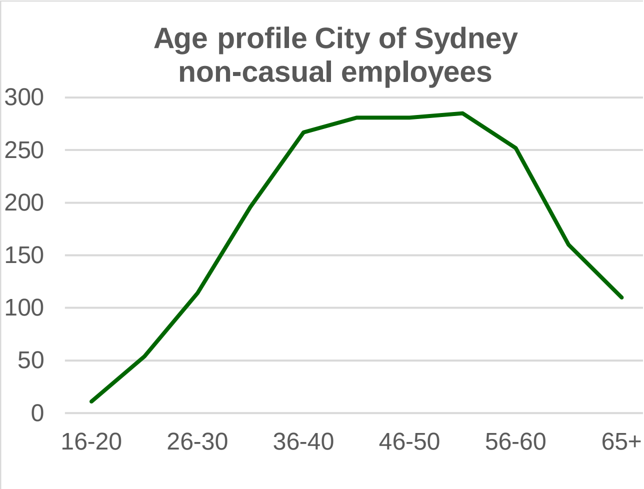
16.3% of employees were aged under 35 years, which is lower when compared to NSW public sector employees which have 28.1% at 30 June 2025.

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 2025[3].

[2] NSW Public Service Commission Workforce Profile Report 2025.

[3] NSW Public Service Commission Workforce Profile Report 2025.

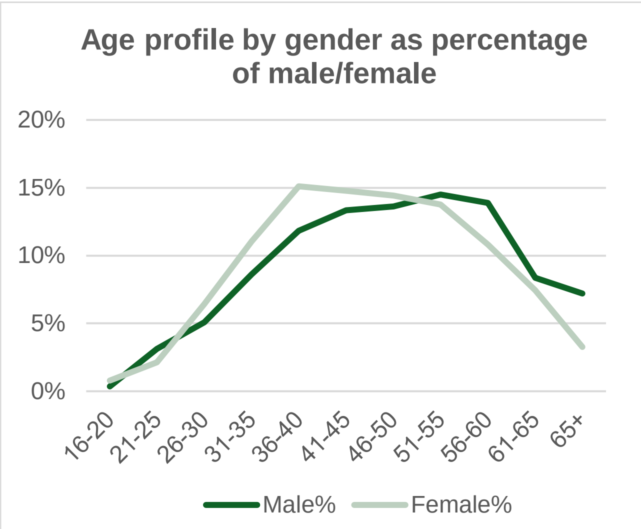
The graph below shows the number of employees in each of the age groups.



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.



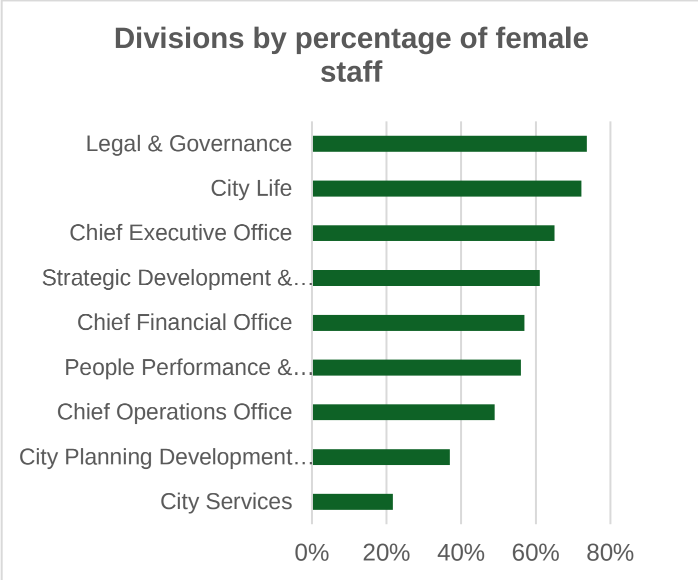
Source: Workforce profile extract as at June 2025

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%.

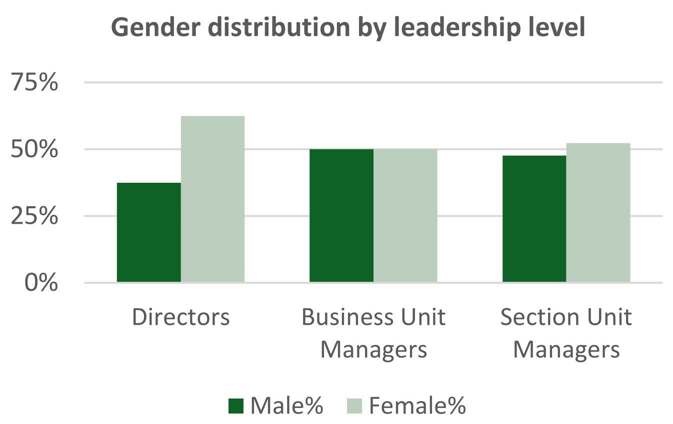
The percentage of female employees varies across our organisation. Amongst our divisions, City Life and Legal & Governance divisions has the highest percentage of permanent and fixed term female employees, followed by Strategic Development & Engagement division.



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, 2025[4].

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, 2025[5].

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.

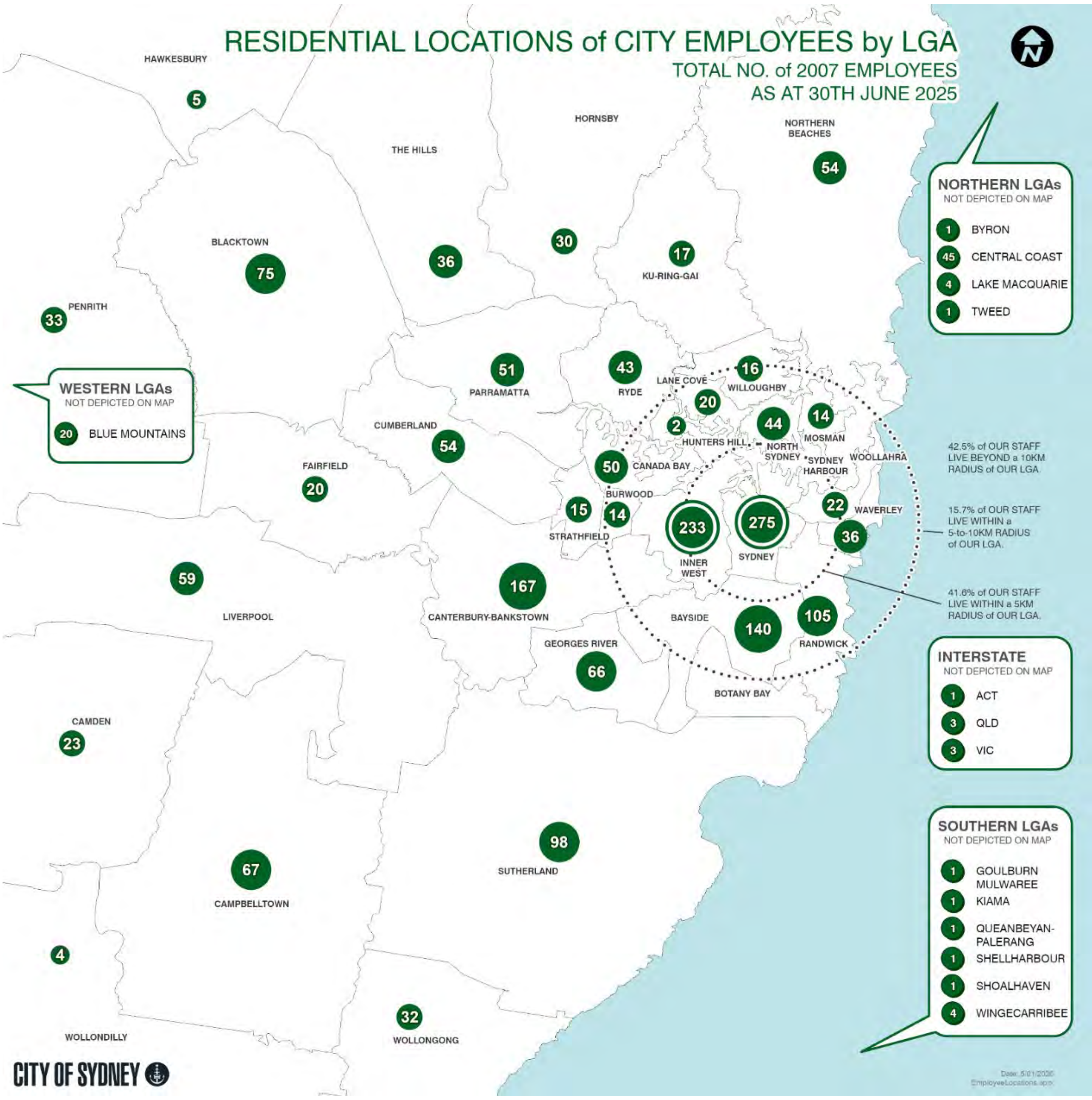
	2022	2023	2024	2025
Aboriginal & Torres Strait Islander employees	2.8%	2.9%	3.1%	3.5%
Employees with disability	1.5%	2.1%	2.4%	2.5%
Culturally and linguistically diverse employees	21.1%	24.3%	26.7%	28.1%
Employees with diverse sexualities and genders	4.4%	5.2%	5.6%	6.4%

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), LGBTIQA+ 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 background[6].

[6] Diversity Council Australia, https://www.dca.org.au/di-planning/getting-started-di/diversity-inclusion-explained

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.

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 work[7].

[7] Diversity Council Australia, https://www.dca.org.au/di-planning/getting-started-di/diversity-inclusion-explained

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.

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.
- 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.

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

Contents

Cover image: Person using a device against a city backdrop, with technology theme overlay depicting a connected city. Getty image

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. 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. Ed Hurst/City of Sydney

Managing information and data for public good

Information and data are arguably the longest lasting assets of any organisation. They underpin all the City of Sydney manages and does.

The ever-increasing volume of information and data created in the digital economy present huge opportunities for community and societal benefit, but also considerable risks.

We need to protect information and data to ensure privacy and confidentiality, full and accurate records, long term access to records, and preserve history for future generations.

We manage information and data to comply with *State Records Act 1998 (NSW)*; *Government Information (Public Access) Act 2009 (NSW)*; *Privacy and Personal Information Protection Act 1998 (NSW)*; and *Health Records and Information Privacy Act 2002 (NSW)*.

Trends that have influenced this strategy

Data protection and ethics are mainstream expectations

Australia has long been at the vanguard of privacy, confidentiality and data ethics.

Strong privacy, access to information, and records management legislation are administered and monitored by federal and state bodies.

The City of Sydney has high standards in privacy, confidentiality, security, ethical use, and record keeping, but we need to continuously improve and remain vigilant.

Providing public access to information and data remains essential

Openness and transparency are the cornerstones of public sector institutions, promoting good governance, accountability, and high levels of community participation and trust.

As a NSW public sector organisation, we must comply with the *Government Information (Public Access) Act 2009*. This law is overseen and monitored by the NSW Information and Privacy Commission, which has a mandate to contribute to social and economic wellbeing in NSW by leading effective information access and privacy.

The City of Sydney has robust practices in place to comply with this Act. These practices need to keep pace with changing community needs and expectations, with more information and data being published under our proactive disclosure program.

The City of Sydney's Data Hub plays an important role in open access to information and supporting community innovation through open data sets, interactive maps, applications, and dashboards.

Growth in big data and analytics will change how we interact with our city

The astonishing growth in data worldwide along with advances in technology continue to drive growth in data analytics – the application of machine learning to understand patterns, predict the future, and help determine the best course of action.

Spatial analytics is particularly important for local governments as is 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.

- 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. 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. Abril Felman/City of Sydney

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.

CITY OF SYDNEY

Contents

Table of figures

Cover image: Children's summit for the Community Strategic Plan. Damian Shaw/City of Sydney

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. 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 where members of the public can speak to specific decisions before council. Then a formal decision is made at a council meeting the following week. The council can also delegate certain decisions to the Lord Mayor and to the Chief Executive Officer (CEO)

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, LGBTIQA+ communities, and multicultural communities. These communities may gather around cultural and religious beliefs. Communities of identity may associate by age, for example groups of young people or older people. Sometimes these groups form because of shared experiences, for example social housing residents who live in a particular neighbourhood. People's lives are shaped by their identities, relationships and social factors.

It's important to remember there is diversity in these communities meaning there may be smaller groups within them. It 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. 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

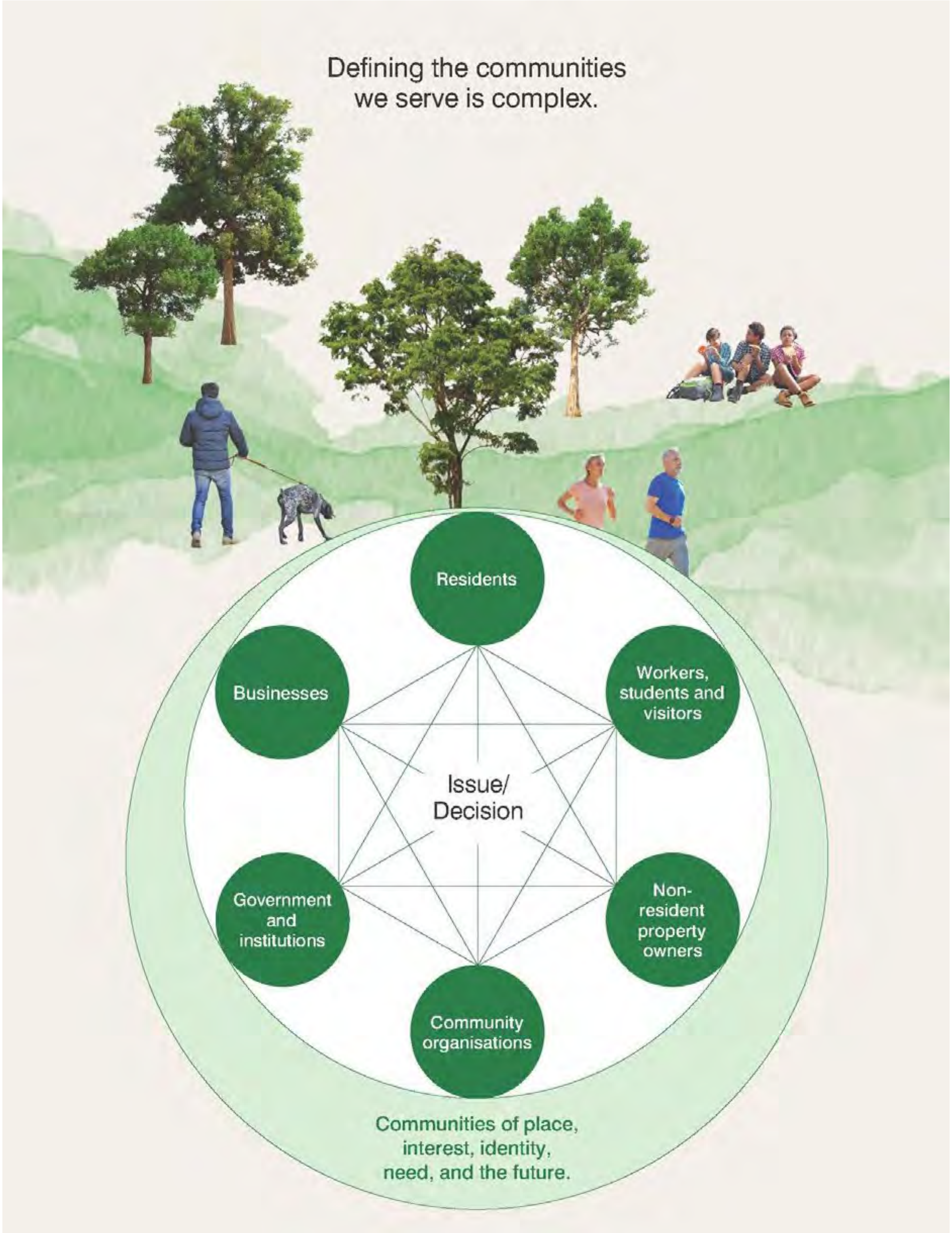


Figure 1. Defining community infographic

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

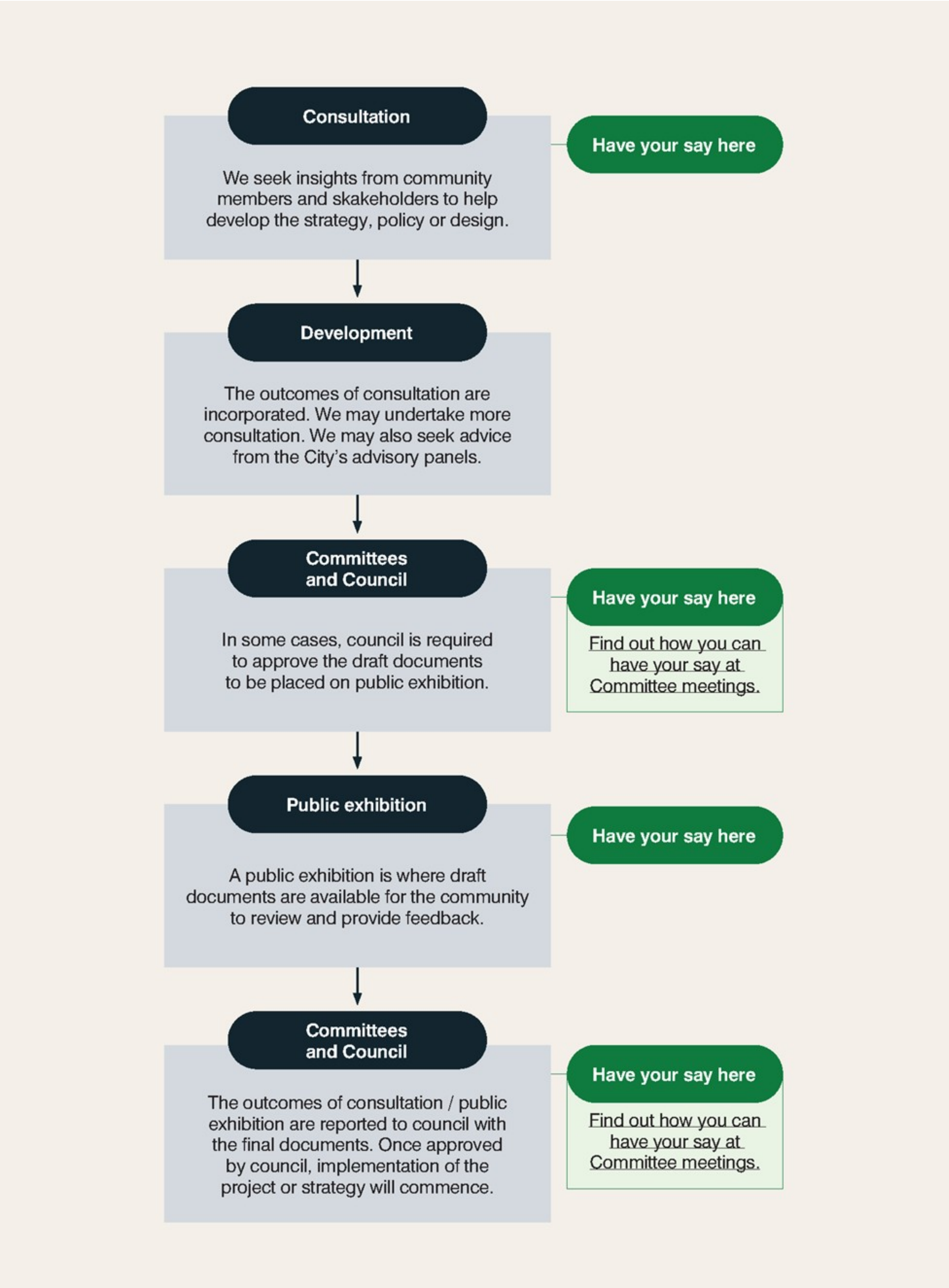


Figure 2. When can I have my say?

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.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. 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.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.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 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. 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. 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. 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. 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. 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. 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

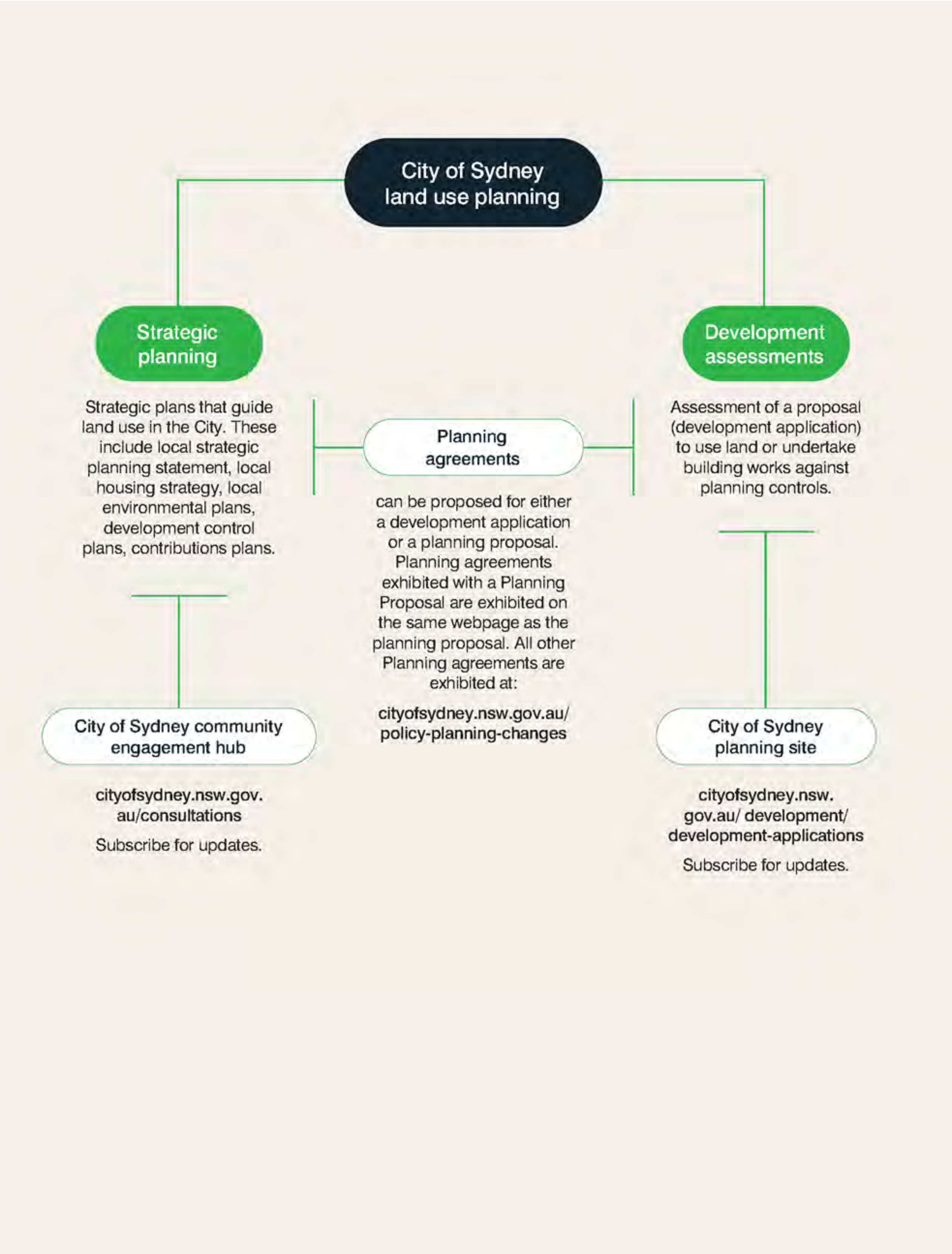


Figure 3. How to engage on land use planning matters

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
Website – sydneyyoursay.com.au
Surveys (online, intercept, randomly selected)
Online interactive maps
Online community ideas boards
Quick polls
Community discussion guides
School activities kits
Data stories
Advisory panels, committees and groups
Partnership and networks
Summits
CityTalks
Stakeholder briefings
Community workshops
Deliberative workshops
Citizens juries

Activity
Focus groups
Stakeholder meetings
In depth interviews
Social housing meetings
Creative writing workshops
Door knocking
On-site pop-ups
Walking tours
Site visits
Information stalls
Community letters
Social media
E-newsletters
Stakeholder emails
Signage in the public domain
Videos, animations, flythroughs
Artist impressions, images and designs

Appendix C: Land use planning notification and submission requirements (community participation plan)

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.

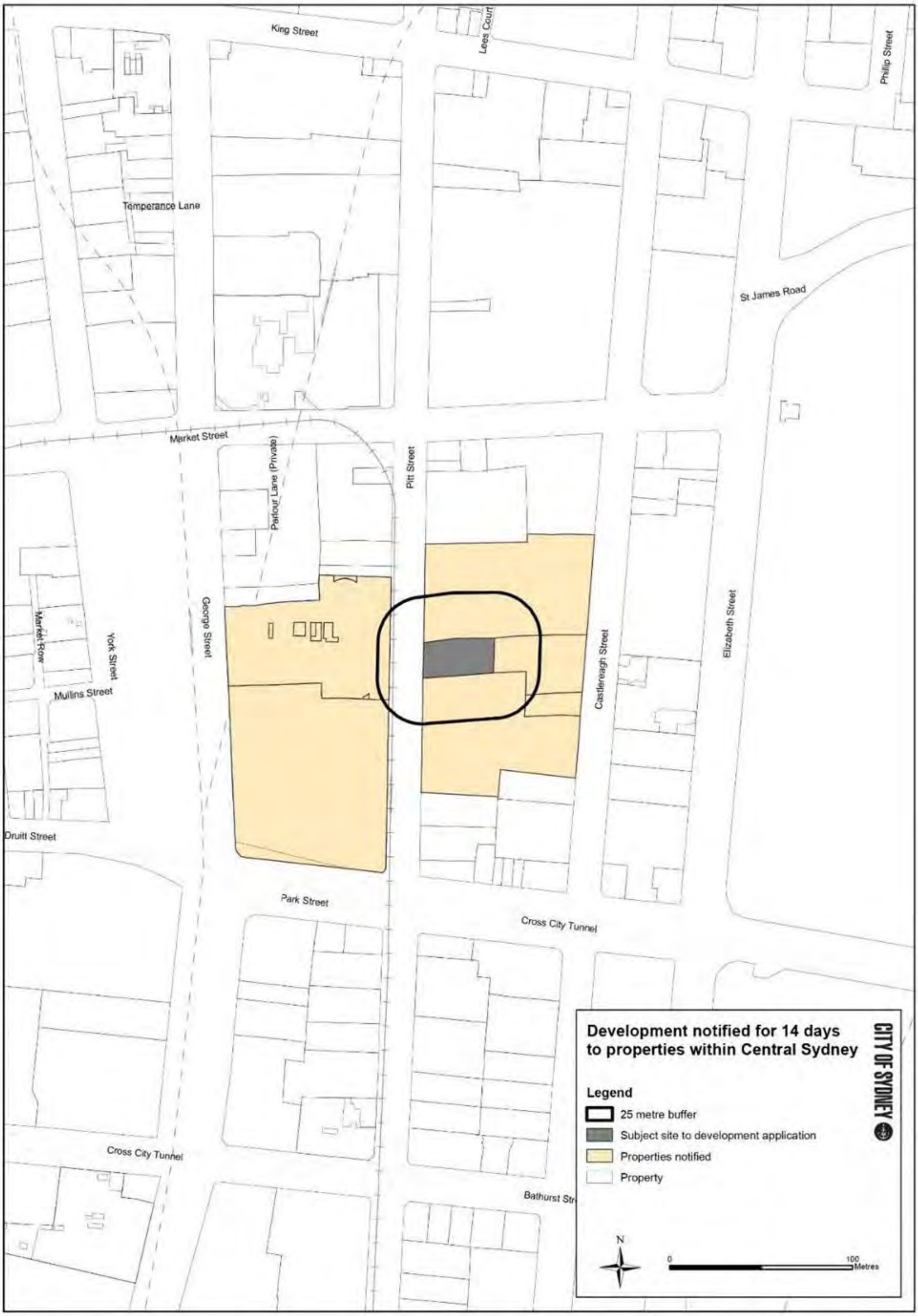
- ✓ 25m for development notified for 14 days;
- ✓ 50m for development notified for 21 days; and
- ✓ 75m for development notified for 28 days.

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.

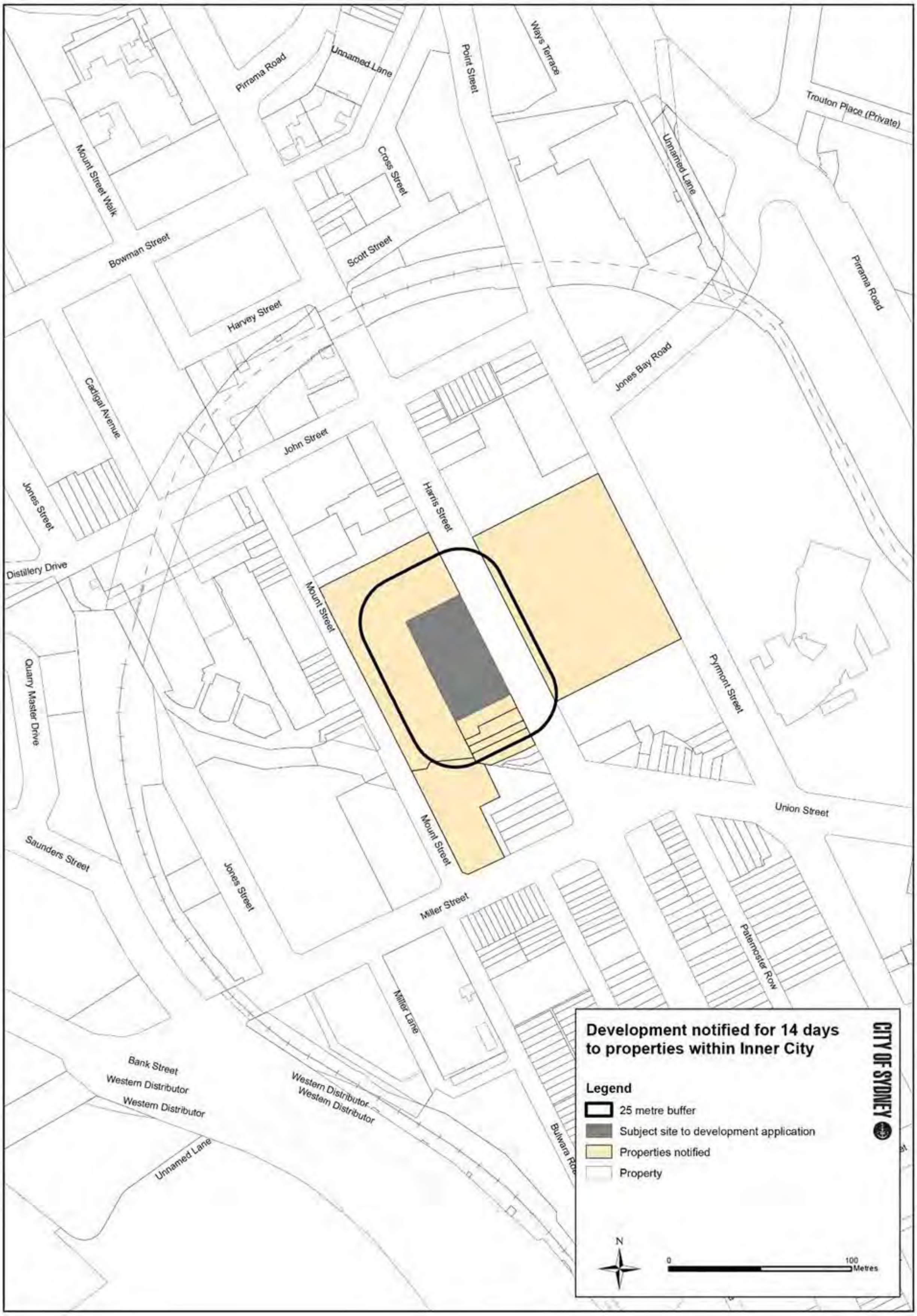
Properties in adjoining local government areas within the minimum radius detailed above will be notified in accordance with these provisions if the adjoining local government authority provides the City of Sydney with the relevant property details within 48 hours of making a request.

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.

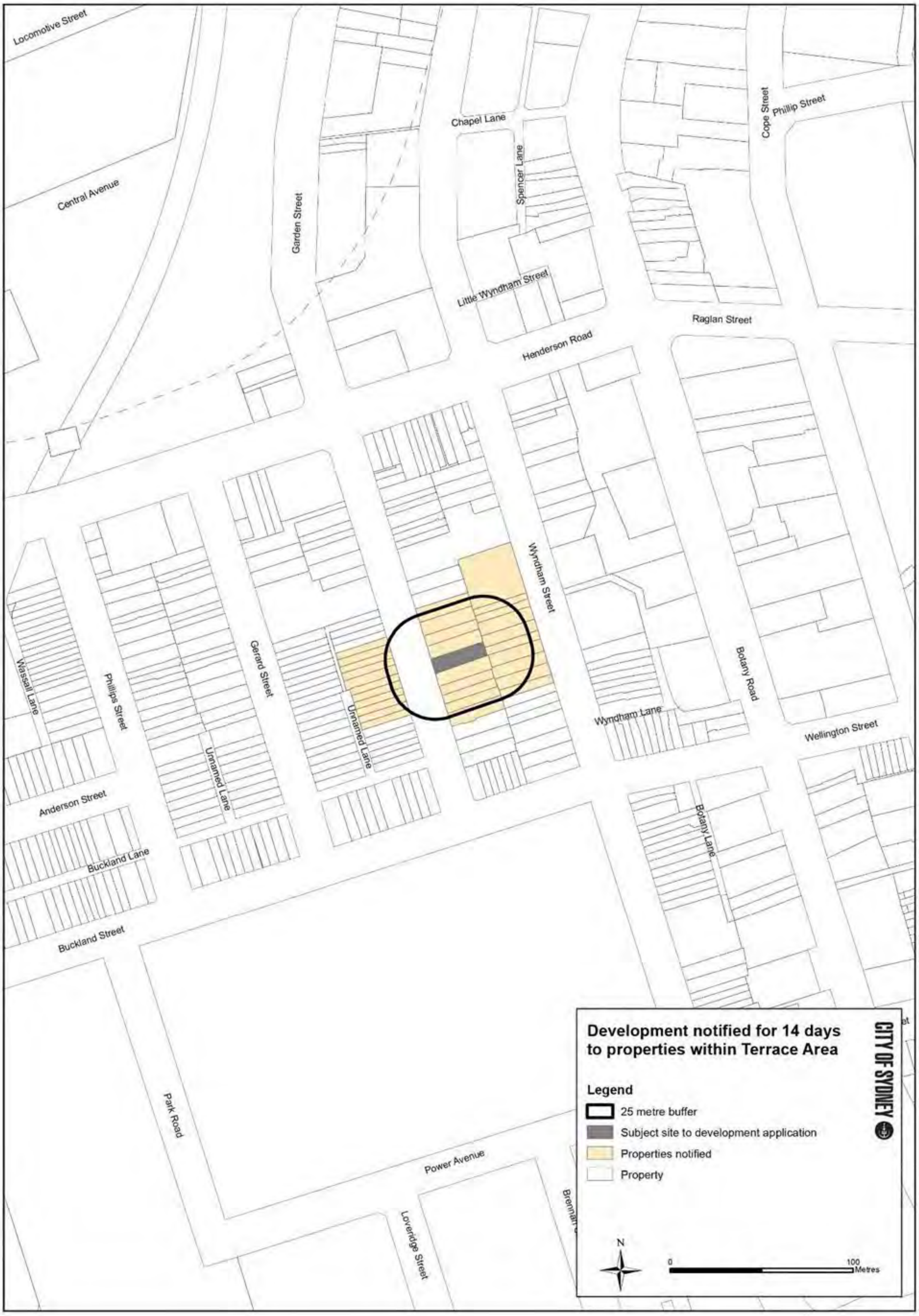
Development notified for 14 days to properties within central Sydney



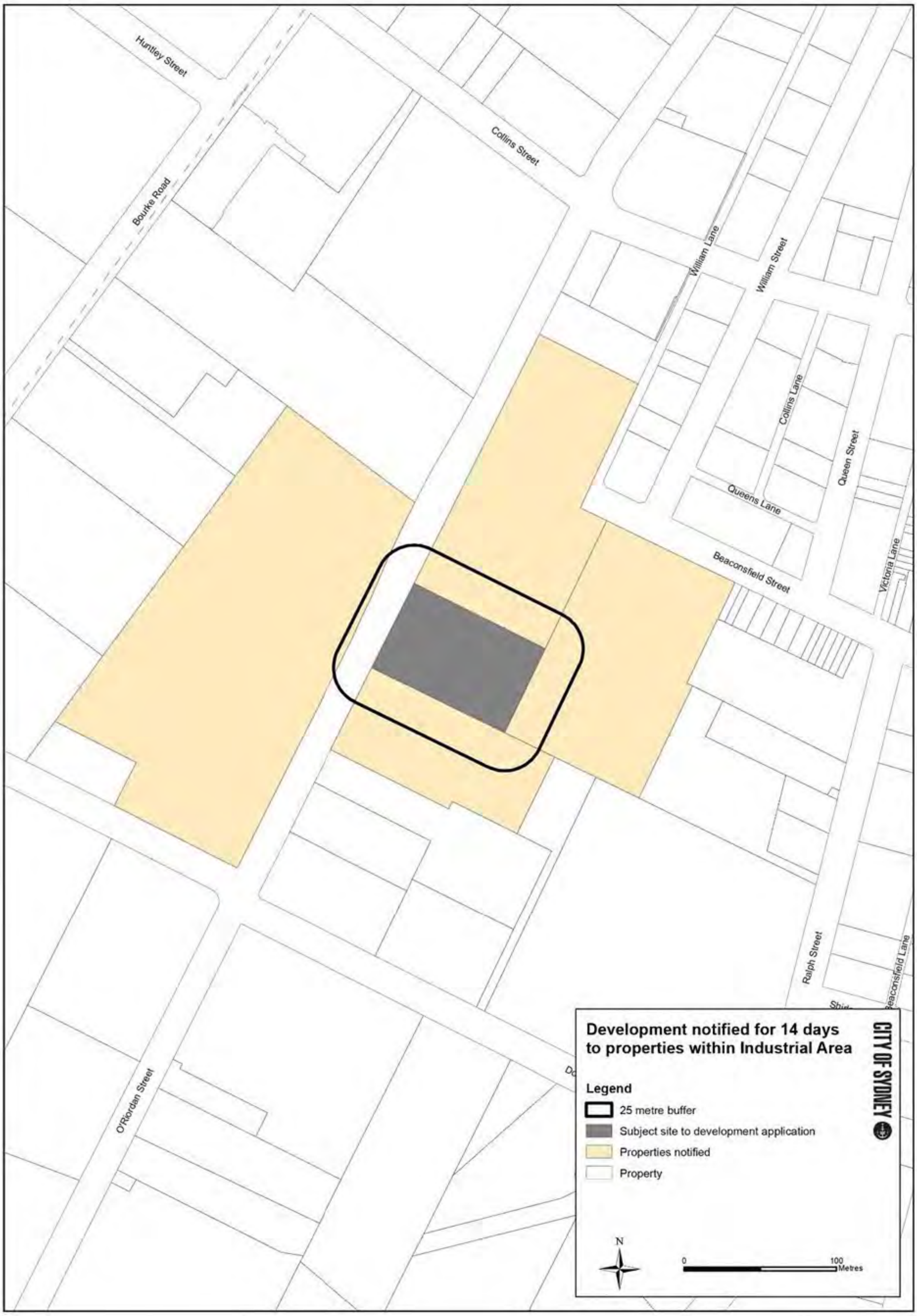
Development notified for 14 days to properties within inner city



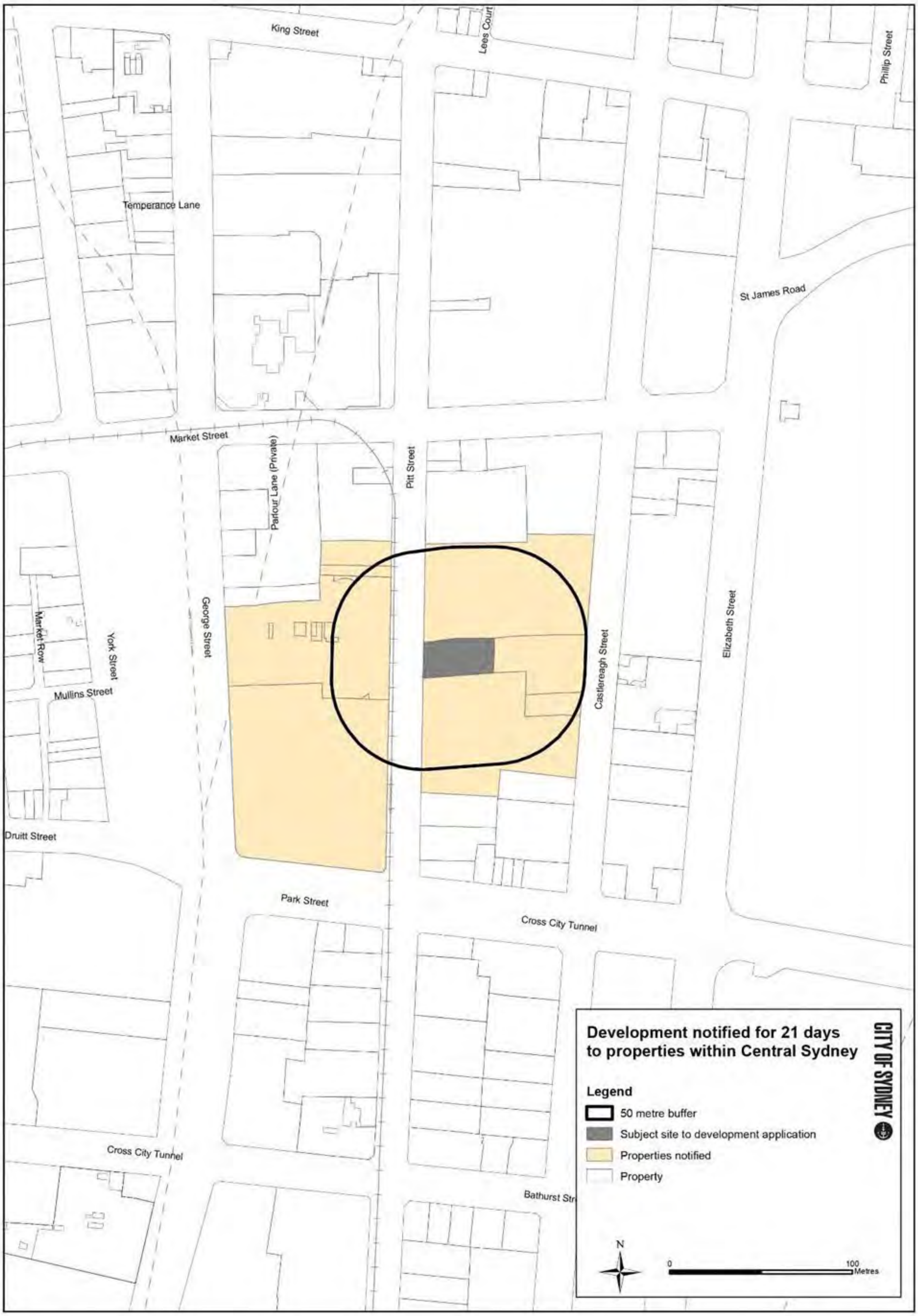
Development notified for 14 days to properties within terrace area



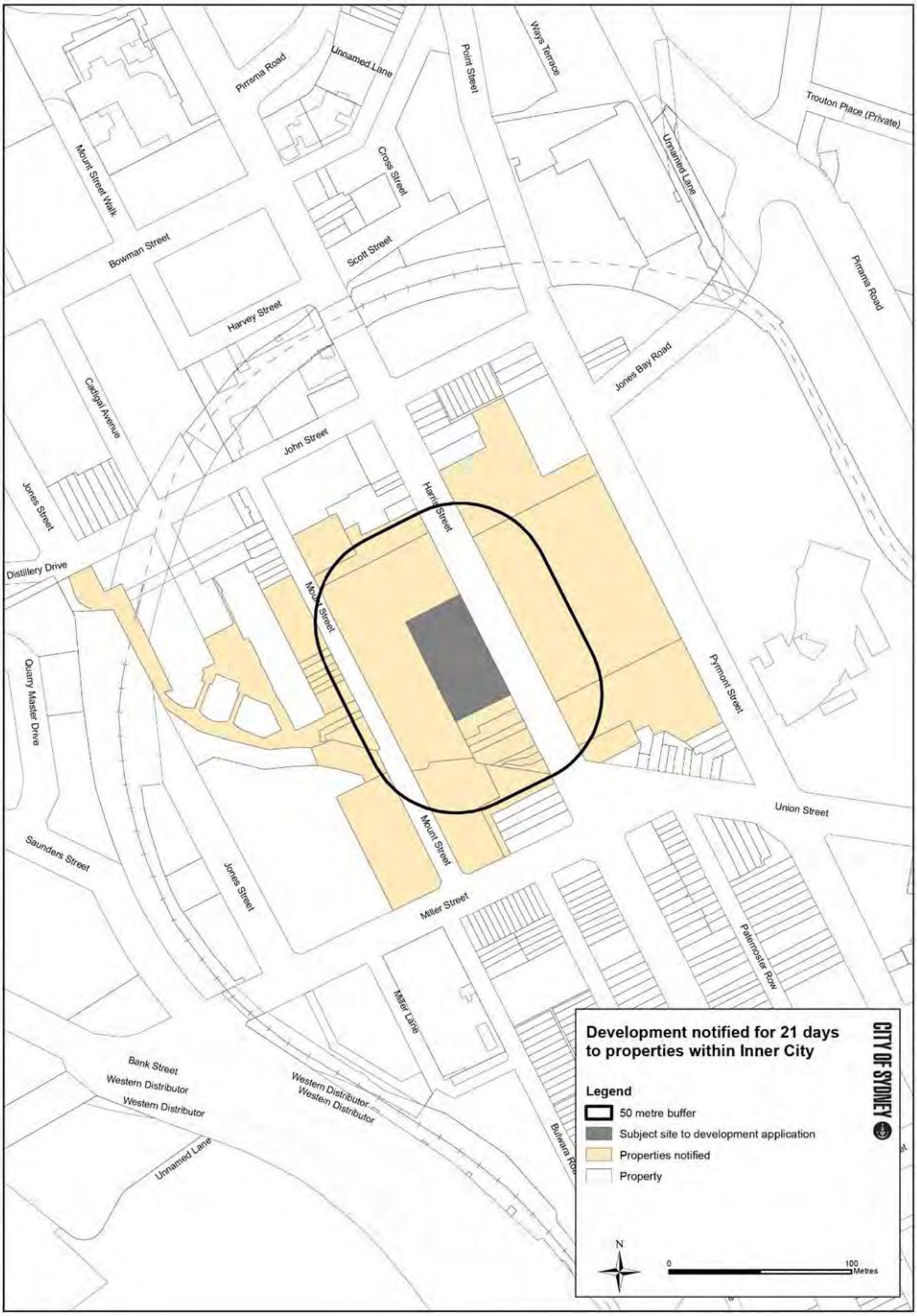
Development notified for 14 days to properties within industrial area



Development notified for 21 days to properties within Central Sydney

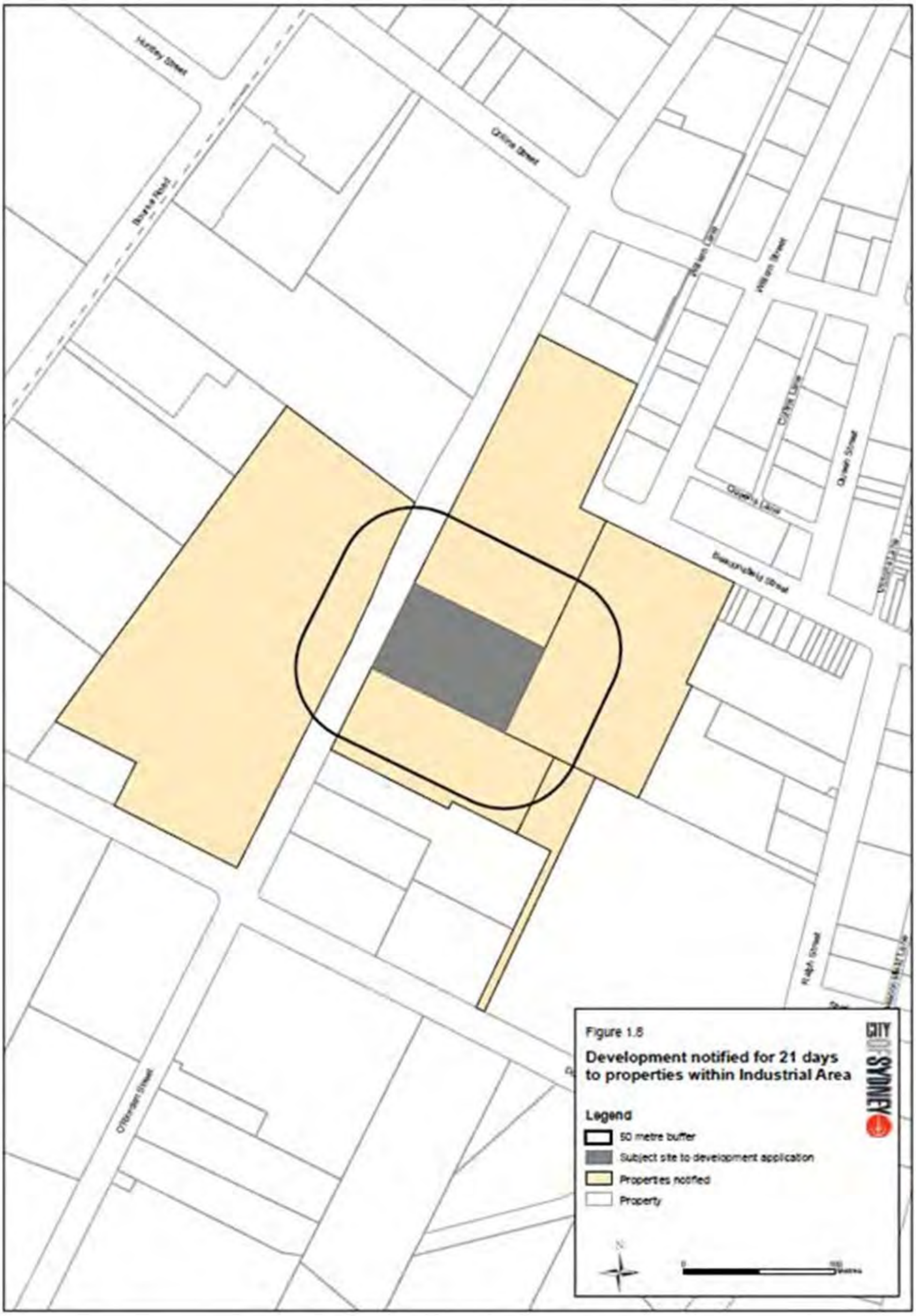


Development notified for 21 days to properties within inner city

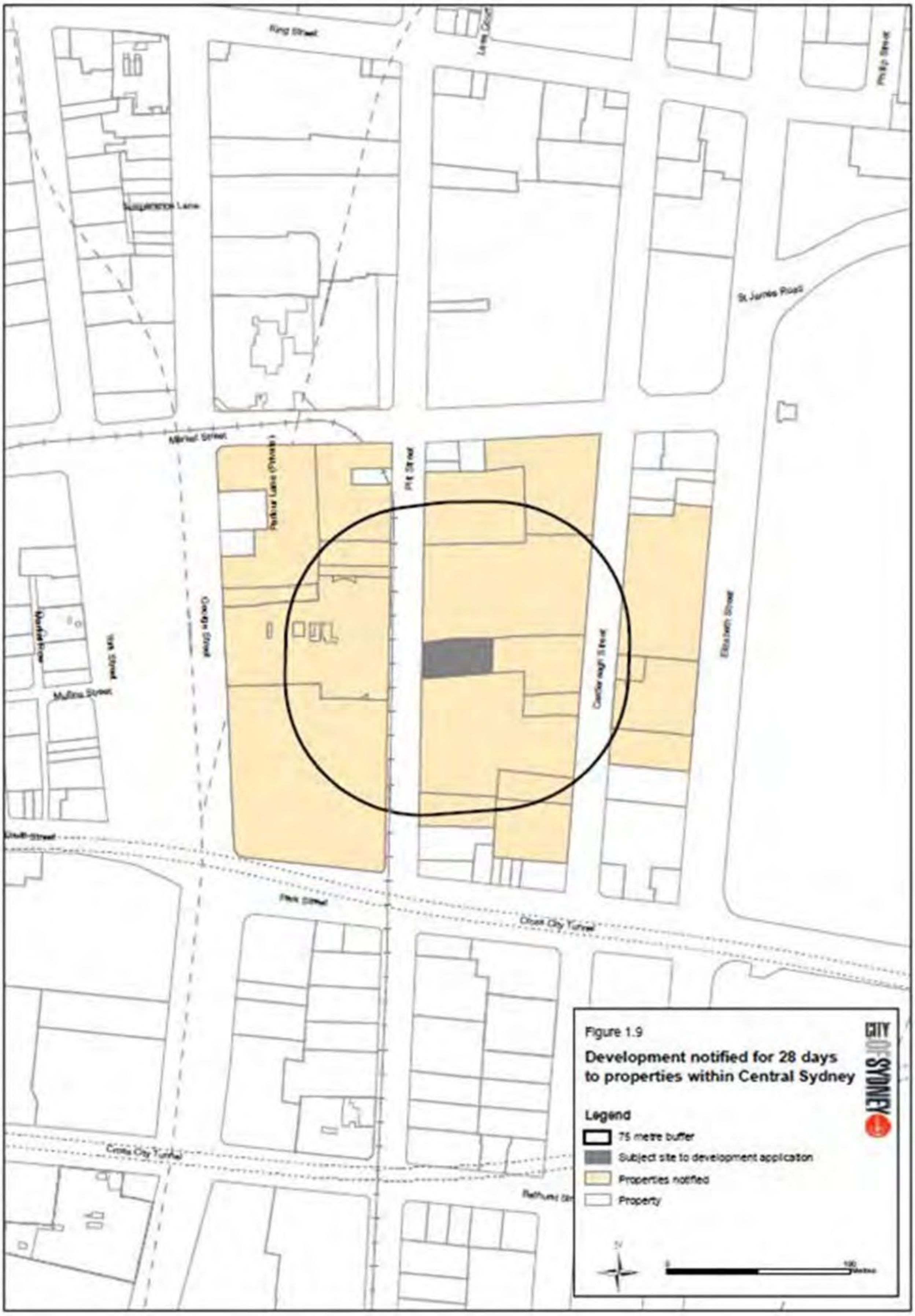


Development notified for 21 days to properties within terrace area

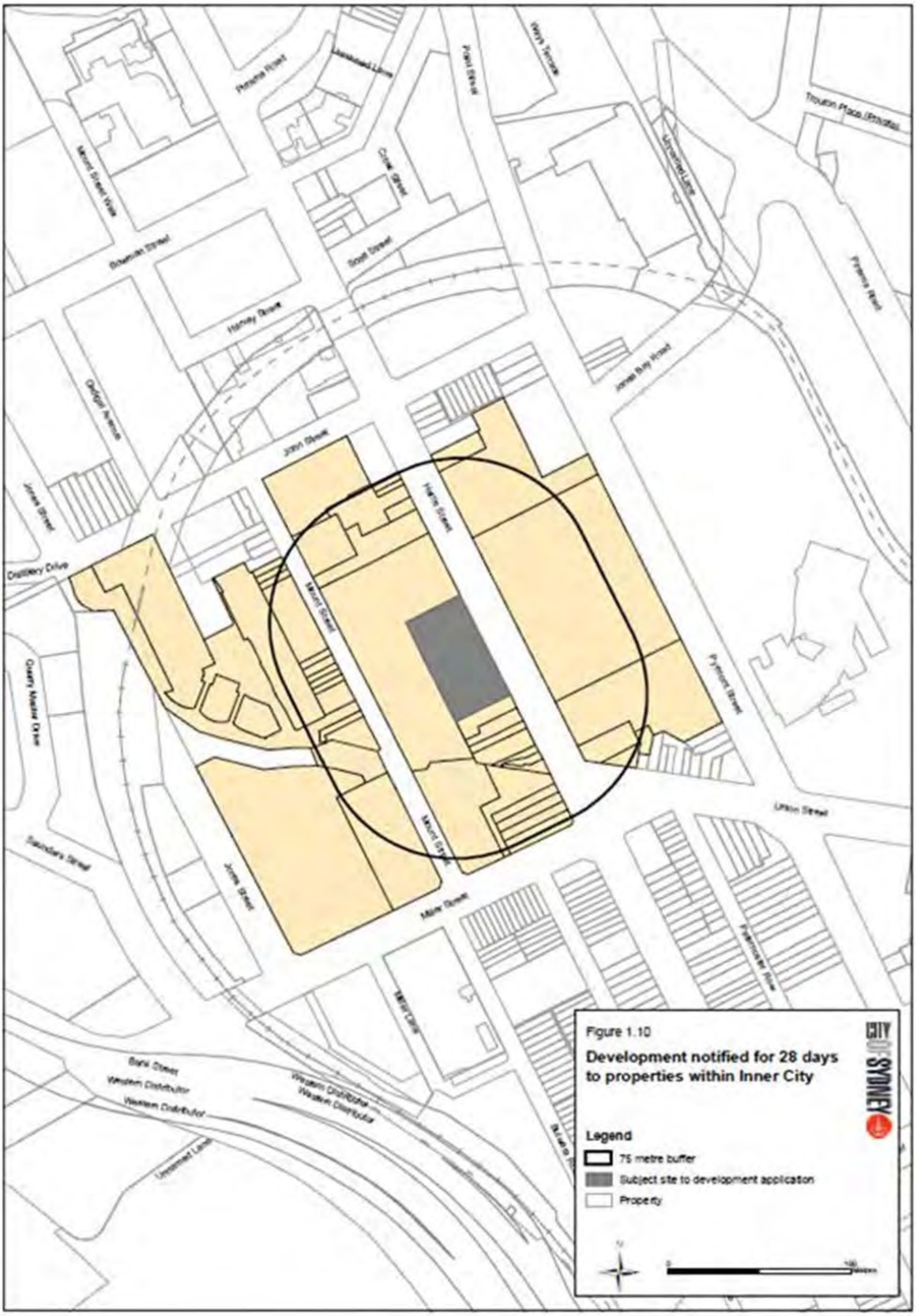
Development notified for 21 days to properties within industrial area



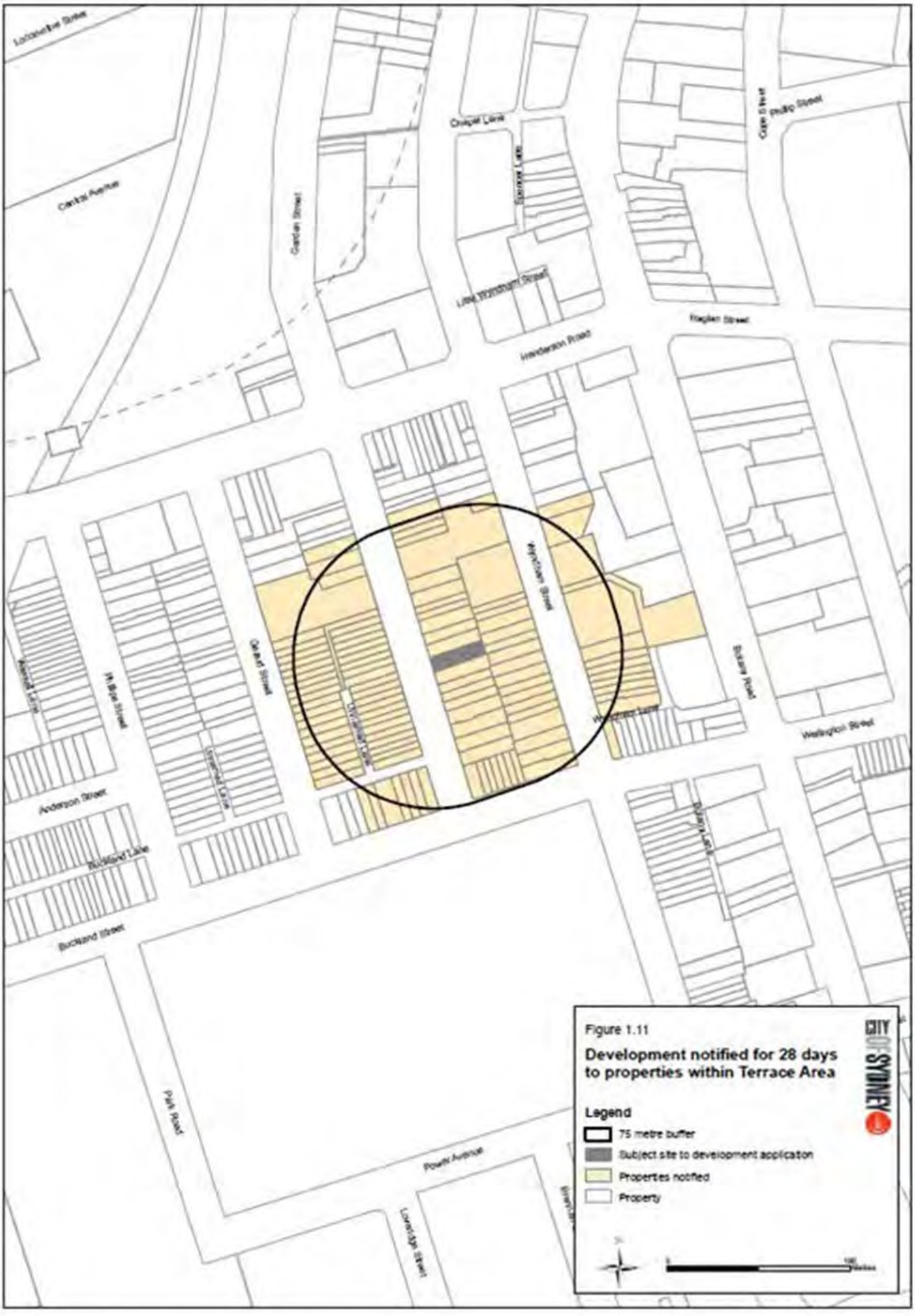
Development notified for 28 days to properties within central Sydney



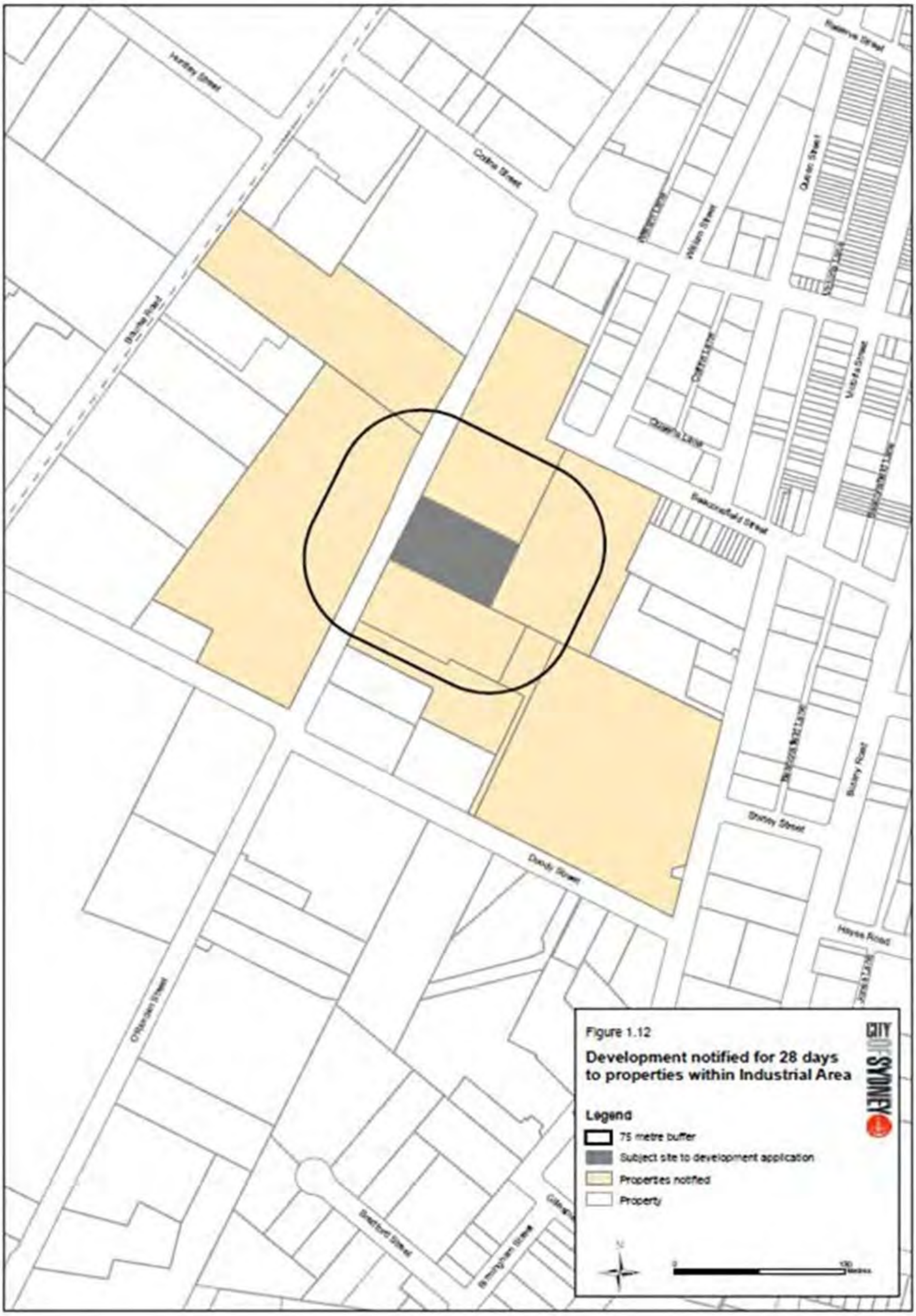
Development notified for 28 days to properties within inner city



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	

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

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							

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: o Section 4.55(1) – modifications involving minor error, misdescription or miscalculation; o 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.