

Attachment E

Delivery Program 2025-2029



Delivery Program 2025–2029

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

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

Contents

Message from the Lord Mayor	4
Message from the CEO	6
Aboriginal and Torres Strait Islander Statement	7
Inclusion and Equity Statement	9
1. Introduction	10
About Sydney	11
The integrated planning and reporting framework	13
Resourcing the Plan	14
Monitoring and review	15
2. The Council	16
Council's role and services	16
Council and Committee meetings	19
Your council	20
3. Strategic Vision	25
The communities' vision for the future	25
Six guiding principles	26
The City's ten strategic directions	28
Ten targets to measure progress	29
How to read this document	30
Strategic Direction 1: Responsible governance and stewardship	31
Strategic Direction 2: A leading environmental performer	36
Strategic Direction 3: Public places for all	40
Strategic Direction 4: Design excellence and sustainable development	44
Strategic Direction 5: A city for walking, cycling and public transport	48
Strategic Direction 6: An equitable and inclusive city	52
Strategic Direction 7: Resilient and diverse communities	56
Strategic Direction 8: A thriving cultural life	60
Strategic Direction 9: A transformed and innovative economy	63
Strategic Direction 10: Housing for all	67
4. Evaluation	70
Measuring progress	70
Assessment methods	70

5. Four year financial estimate	73
Budget and financial schedules	73
Appendix 1 - Integrated planning and reporting - Assessing progress	

Message from the Lord Mayor

Everything we do reflects our commitment to a more sustainable, inclusive, and resilient City of Sydney.

From enhanced urban greening and efforts to reach net-zero emissions, to initiatives that make our city more vibrant, liveable and welcoming for all, this Delivery Program and Budget is our roadmap to ensure our city remains the best place to live, work and visit.

Over the past 20 years we have delivered hundreds of beautifully designed projects including parks, playgrounds, childcare centres, pools, libraries, theatres and community and cultural spaces. We have increased our tree canopy and created more space for people walking and riding.

This important program of capital works will continue and help us meet the needs of our changing and growing city centre and villages.

Major upgrades to parks, public spaces, cycleways, and community facilities will enhance the quality of life for our residents and visitors, and the revitalisation of key precincts such as Chinatown and Oxford Street will increase its vibrancy.

In the next 4 years we will progress plans – three decades in the making – to create a civic plaza opposite Sydney Town Hall. This will be the next stage in the transformation of central Sydney and an extension of the public domain work in George Street.

Addressing climate change also remains a key priority. We have developed a new Environmental Strategy 2025-2030 to guide this work. The new strategy focuses on reducing energy and water use and waste in our buildings and facilities, encouraging the use of renewable energy sources and creating a regenerative and inclusive city. We will also continue to increase our canopy coverage and green spaces to create a cooler and more pleasant city while encouraging greater biodiversity and natural habitats.

Our Resilience Strategy 2023-2028 will continue to help us prepare for, respond, adapt, and recover from shocks and stresses now and into the future, including working collaboratively with the resilient cities network.

Sydney's economy contributes over \$140 billion annually, and we will continue supporting its resilience and growth. We will implement the City's new Economic Development Strategy 2025–2035, championing an economy centred on innovation, sustainability and inclusivity, with a global outlook and great local experiences. We will directly support local businesses, Indigenous enterprises and creative industries through targeted programs and grants.

We will continue to advocate for the extension of light rail down Parramatta Road and through to Green Square, and continue to expand our pedestrian-friendly streets, separated cycleways, and electric vehicle infrastructure. Our 2050 targets include 90% of people working in the city centre using public transport, walking or cycling to and from work.

We will continue using every lever available to us to maximise the amount of affordable housing across our local area. Through developer contributions, discounted land sale, cash grants and planning controls, we are on track to see more than 5,338 new affordable rental homes by 2036, dependent on construction activity.

Our commitment to social equity will see continued investment in food security initiatives and programs that foster inclusivity, safety, and support for priority communities.

And the City's Cultural Strategy 2025-2035 outlines how we will support artists, creatives, and cultural institutions through funding programs, new cultural spaces, and expanded opportunities for public art, ensuring Sydney remains a thriving global cultural hub.

Guided by these plans, developed in close consultation with the community, and by working closely with residents, businesses, and government partners, we will continue to shape a city that is environmentally responsible and a place of opportunity and inclusivity.

A handwritten signature in black ink that reads "Clover Moore." The signature is fluid and cursive, with a long horizontal stroke underneath the name.

Clover Moore AO

Lord Mayor

Message from the CEO

This 2025-2029 Delivery Program continues our commitment to working towards a sustainable, inclusive and resilient city.

Guided by the community's vision and our updated Community Strategic Plan: Delivering Sustainable Sydney 2030-2050 we will continue to deliver projects, programs and services that support Sydney as a green, global and connected city.

Our last delivery program continued our focus on sustainable development, and we also supported communities and businesses through recovery from the pandemic. We delivered innovative events and programs to revitalise the city and continued to provide critical services for the community.

Over the next 4 years we will continue our efforts on ensuring inclusiveness in our services and spaces we create. We will also respond to the challenges faced by our communities around housing affordability and the cost-of living crisis. This will require innovative solutions to ensure Sydney remains an accessible and inclusive city for all.

Our new 10-year Economic Development Strategy 2025–2035 directly supports economic development. It includes momentum-building projects to guide Sydney through an innovation-led transformation. We will work on supporting a 24-hour, vibrant city that continues to be one of the world's most attractive places to live, work, study and enjoy.

We recognise that Sydney's creative industries have long been vital to our economic strength with the largest workforce of its kind in Australia. Our Cultural Strategy 2025-2035 outlines how we will support a thriving cultural life in Sydney. We will look for ways to increase cultural spaces in our city and help our creative workers impacted by the high cost of living

Through careful financial management the City of Sydney has remained in a strong financial position throughout the post pandemic recovery period. Our financial sustainability has allowed us to continue investing in essential services, infrastructure, our extensive grants program, and community programs to enhance connectedness and resilience.

Looking ahead, we will focus on key priorities that support the ongoing growth and resilience of our city including reducing carbon emissions and adopting sustainable practices, investing in inclusive public spaces for everyone, implementing policies that promote social equity and ensuring everyone has access to essential services and opportunities, including safe and healthy food, supporting the cultural and creative life of the city, and strengthening the city and community's ability to adapt to challenges.

This Delivery Program is our roadmap for the next 4 years, detailing the programs we will take to achieve these objectives.

We are committed to responsible governance and stewardship, and respectful engagement with communities to ensure that Sydney continues to thrive. Together, we will continue to serve the community and create a city that is not only a great place to live and work but a community where everyone can flourish.



Monica Barone PSM
Chief Executive Officer

Aboriginal and Torres Strait Islander Statement

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

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

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

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

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

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

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

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

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

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

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

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

- 2011 as part of the Eora Journey project we committed to fund and install 7 artworks by Aboriginal and Torres Strait Islander artists in public areas. It's part of our commitment to celebrate the living cultures of First Nations peoples.
- 2015 we adopted an inaugural Innovate reconciliation action plan in partnership with Aboriginal and Torres Strait Islander peoples as part of our deep commitment to reconciliation.
- 2016 we adopted the 10-year Eora Journey economic development plan.
- 2020 the Stretch reconciliation action plan built on our success and extended our actions. It has led to increases in employment of Aboriginal peoples, spending with Indigenous businesses and Aboriginal and Torres Strait Islander cultural learning activities for all employees.
- 2024 we opened the local Aboriginal knowledge and culture centre at 119 Redfern Street, completing another project from our Eora Journey commitments. This provides a place for local Aboriginal and Torres Strait Islander communities to gather, share and support their needs.
- 2025 we adopted the stretch reconciliation action plan for the period of 2025 to 2028 which builds on the City's previous reconciliation action plans, aiming to foster stronger relationships with Aboriginal and Torres Strait Islander communities and further the City's reconciliation journey

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



Figure 1. Welcome to Redfern, Reko Rennie in collaboration with young local artists (2016)
Photo: Adam Hollingworth / City of Sydney

Inclusion and Equity Statement

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

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

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

Together we value the range of identities, perspectives, experiences and lifestyles of our communities. They include older and young people, people with disability and individuals with diverse political beliefs and perspectives. People of diverse sexualities and genders and intersex people are respected.

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

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

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

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

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

Our communities expressed the same aspirations when we engaged them on the vision for the city to 2050. The Citizens Jury recommended concepts that included the active participation of Aboriginal and Torres Strait Islander peoples in the governance of the city in an embedded and respectful way.

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

Cities that are more equal, are cities that thrive.

1. Introduction

Sustainable Sydney 2030-2050 Continuing the Vision, endorsed by Council in June 2022, continues our vision for a more sustainable future. Ten project ideas building on past projects have been developed. These ambitious ideas illustrate ways the vision for the city could be realised by 2050.

Recent community insights derived from extensive engagement on key strategies have reinforced our vision and community strategic plan. Based on this recent feedback the community strategic plan was updated in 2025 to focus even more sharply on the things the community have identified as important.

The plan includes 10 targets to enable change to be measured over time. Six guiding principles that consider the values expressed by the community informs the City of Sydney in its decision-making.

Ten strategic directions provide a framework for action to be taken by the City of Sydney, other levels of government, civil society and by communities.

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

Our delivery program

Our Delivery Program 2025-2029 (the delivery program / this document) is the City's 4-year program that translates the community's aspirations and strategic goals into actions. It identifies the principal activities the City of Sydney will undertake to perform all of our functions using the resources identified in the Resourcing Strategy. This includes implementing the strategies and outcomes established by the Community Strategic Plan Delivering Sustainable Sydney 2030-2050.

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

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

The delivery program also identifies key performance indicators and targets that contribute to the outcomes under each strategic direction in the community strategic plan. Progress in implementing our 4- year delivery program is reported every 6 months to Council.

About Sydney

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

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

The Council is the elected Councillors of the City of Sydney. The most recent election was held on 14 September 2024 and the current term will run until September 2028.

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

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

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

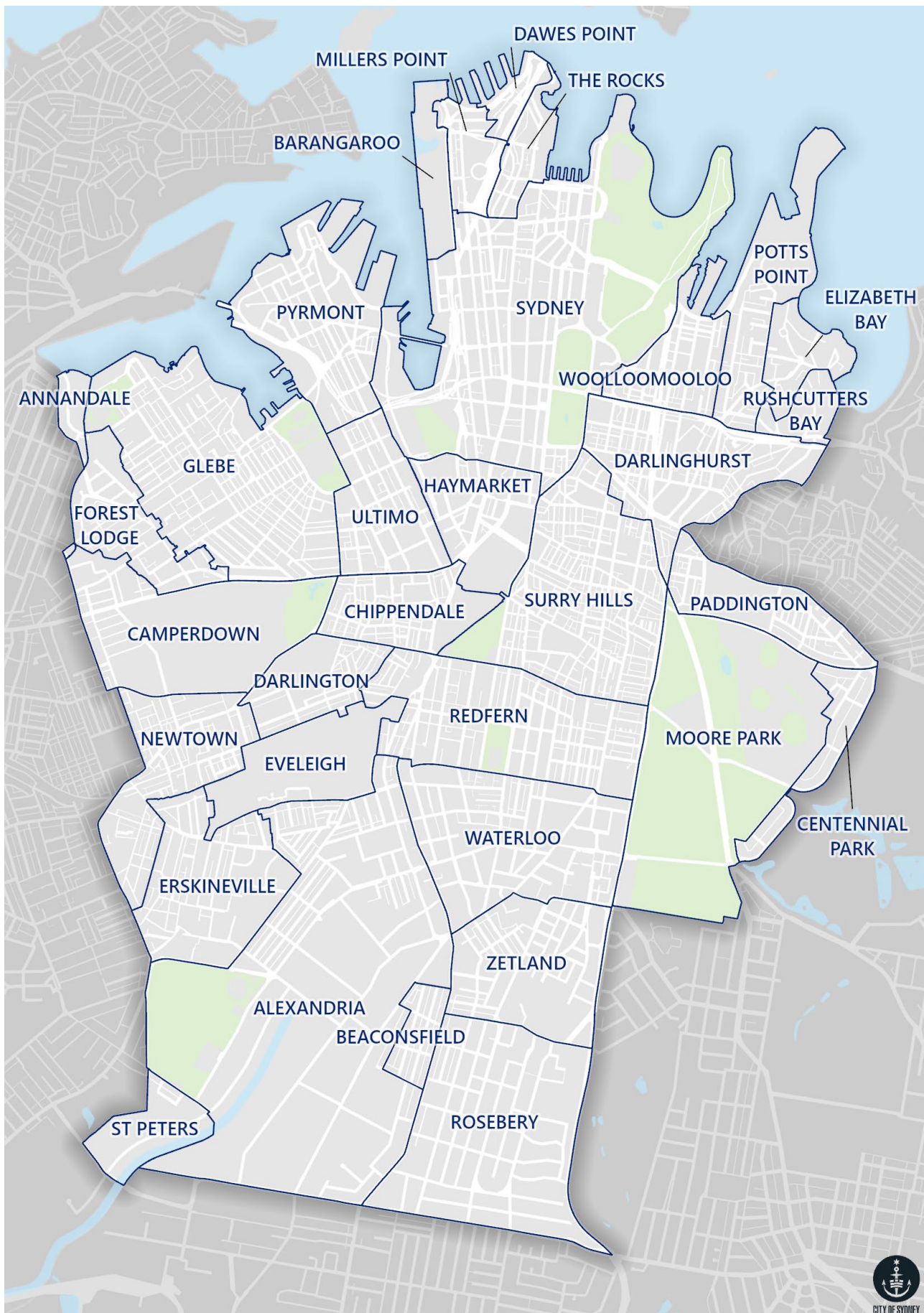


Figure 2. Sydney local government area showing its 33 suburbs

The integrated planning and reporting framework

The Integrated Planning and Reporting Framework is the mechanism for the implementation of Sustainable Sydney 2030-2050 Continuing the Vision. The Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (also referred to as the community strategic plan) is the highest-level plan within this framework.

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

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

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

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

The Integrated Planning and Reporting Framework includes a reporting process to communicate how we are progressing to the Council and the community. The diagram below illustrates our integrated planning and reporting framework suite of documents and how they are interrelated. It is adapted from the NSW Office of Local Government Guidelines, available from olg.nsw.gov.au

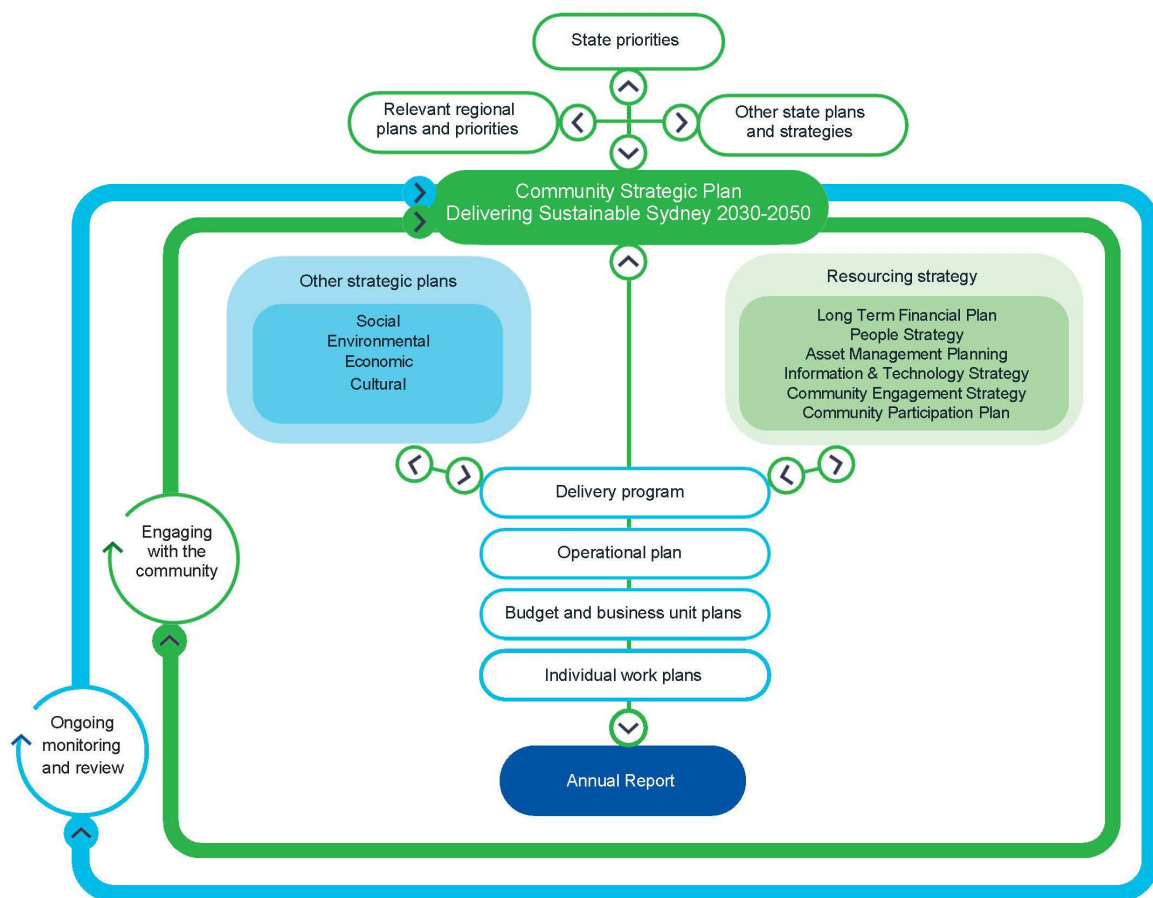


Figure 3. Integrated planning and reporting framework diagram, adapted from Office of Local Government

How the documents relate

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

The Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (the community strategic plan) is the highest level plan that the City will prepare.

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

It takes a long-term view, identifying issues and opportunities to be addressed in the city over the next 3 decades. We update this plan every 4 years, in line with government requirements, and to adapt to changing circumstances and community aspirations.

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

The City's Delivery Program 2025-2029 identifies the activities over the next 4 years that support the community strategic plan outcomes. The delivery program structure reflects the community strategic plan with activities aligned with the 10 strategic directions.

The delivery program also identifies priority projects and programs with progress indicators and targets that contribute to the outcomes under each strategic direction in the community strategic plan.

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

Resourcing the Plan

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

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

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

1. Long term financial plan

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

2. People (workforce) strategy

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

3. Community asset management plan

The key objective of asset management planning is to provide the required level of service for the community in accordance with the community strategic plan, and in the most cost-effective manner. Together, the Asset Management Policy, Asset Management Strategy and Community Asset Management Plan ensure appropriate standards for maintenance and renewal of key assets, detailing status and resource requirements.

4. Information and technology strategy

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

5. Community engagement strategy and community participation plan

The Community Engagement Strategy sets out a framework for how we consult diverse communities and collaborate, involve and empower communities to take part in shaping the future of our city. The community participation plan includes information on strategic planning, development assessments and how to engage with Council on land use planning matters.

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

Monitoring and review

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

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

2. The Council

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

Councils exist to:

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

Our councillors are elected for a 4-year term by residents and non-residents.

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

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

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

Council's role and services

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

The City of Sydney has a critical role in providing projects, programs and services that support the community strategic plan. We'll work with a range of partners across business, government, civil society and community organisations to achieve the desired outcomes. We'll enter formal partnerships, sponsorships, agreements and memorandums of understanding as needed, and we may set up less formal arrangements and collaborations at other times. Other levels of government and organisations are responsible for delivering projects, programs and services that contribute to our outcomes and targets.

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

The City of Sydney's roles under the community strategic plan include:

Our role	What this means
Advocate	We act as an advocate on behalf of our communities, giving voice to their needs and aspirations. We call on other levels of government and business for policy and regulatory reform as well as changes to service provision for the benefit of the city and our communities.

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

Functional responsibilities

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

Services and service reviews

The City is committed to improving the quality and levels of services to the community. For the period of this delivery program the City will continue a program of reviews across a number of services and functions. The review program is based on organisational priorities, with current reviews including procurement and contract management, and cyber security and information protection. It is expected that priorities will change over time and the review program will be required to alter accordingly.

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

Efficiency and effectiveness

In addition to service reviews, Council undertakes a number of programs that enhance financial management and governance of the City of Sydney.

Our internal audit function provides an independent, objective assurance and consulting service (?) aimed at enhancing and protecting organisational value by systematically and independently evaluating and identifying performance improvements in business operations, risk management, internal controls and governance processes. This is undertaken through a strategic program of audits and reviews on behalf of the Audit Risk and Compliance Committee. This activity is in accordance with the City's Internal Audit Charter and is reported independently to the City's Audit Risk and Compliance Committee.

The City has also implemented an improvement model to guide improvement and change. We have adopted 6 improvement principles to guide us in improving our services.

Community and customer focused

Customers and the community are at the heart of what we do. Our customer-centric approach helps us design services to make it easy for customers to deal with us. To do this, we look at how we performed at each stage of our customers' interaction with us, their expectations and how we can improve the service.

Engaged, empowered and capable

Engaging our employees to identify improvement areas and to make change will enable more customer-focused and efficient services and processes. To do this, we must embrace new capabilities, mindsets and ways of thinking. This helps us be more creative and innovative and promote more agile ways of working.

Streamlined processes

Our processes must be easy to use, and each step in the process must add value to the customer and stakeholders. Processes should have clear ownership with defined roles and responsibilities for appropriate decision-making.

Data-driven

We use business intelligence to create data insights into our performance and to inform our decision-making. Data insights are critical to understand how we perform and how we can improve our efficiency.

Digitally enabled

Digital technology will transform our organisation and help us develop innovative ways to meet our community's needs. This means reshaping our services and how we work. New digital platforms will help automate many of our manual practices, improve data accuracy and enable real-time information. Online collaboration will help us work more effectively and efficiently. When employees have a digital mindset, we can identify more opportunities to be digitally enabled.

Financially sustainable

To be financially sustainable, the City of Sydney must think about value for money in how we deliver our services now and in the future. We must review our service levels and delivery models regularly to ensure we provide the right services to the right people for the right outcomes.

Who we will work with

The City of Sydney continues its commitment to lead change through partnerships and collaboration with government, the private sector and our communities. Some of our partners include community housing providers, community groups, Resilient Sydney, universities and research organisations, federal and state government agencies, and the Metropolitan Aboriginal Land Council. We also collaborate with other local government organisations, advocate on key issues and undertake knowledge sharing with a range of organisations and groups. Each year our key partnerships are outlined in the City of Sydney's annual reports – these are available at www.cityofsydney.nsw.gov.au

Council and Committee meetings

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

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

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

- Corporate, Finance, Properties and Tenders Committee
- Environment and Climate Change Committee
- Cultural, Creative and Nightlife Committee
- Equity and Housing Committee
- Community Services and Facilities Committee
- Innovation, Business and Economy Committee
- Transport, Heritage and Planning Committee

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

Internal committees and advisory panels

In addition to Council's committees, it has established a number of committees and advisory panels with Council appointed Councillor representatives (where applicable) that provide advice on the policies and operations of the City of Sydney across various subject areas. These include:

- Aboriginal and Torres Strait Islander Advisory Panel
- Audit, Risk and Compliance Committee
- Business and Economic Development Advisory Panel
- Cycling Advisory Panel
- Design Advisory Panel
- Design Advisory Panel Residential Sub-Committee
- Floodplain Risk Management Advisory Panel
- Housing For All Advisory Panel
- Inclusion (Disability) Advisory Panel
- Multicultural Advisory Panel
- Nightlife and Creative Industries Advisory Panel
- Public Art Advisory Panel

Your council

There are 10 elected members on the City of Sydney Council elected in September 2024:



Image 1. Councillors standing in front of Town Hall. L-R: Councillor Ellsmore, Councillor Thompson, Councillor Miller, Councillor Gannon, Lord Mayor Councillor Moore, Councillor Arkins, Deputy Lord Mayor Councillor Maxwell, Councillor Worling, Councillor Weldon, Councillor Kok. Photo by Abril Felman / City of Sydney

Councillor	Committee and panel appointments
Lord Mayor – Councillor Clover Moore (Clover Moore Independent Team)	Aboriginal and Torres Strait Islander Advisory Panel Business and Economic Development Advisory Panel Central Sydney Planning Committee (Chair) Community Services and Facilities Committee (Chair) Corporate, Finance, Properties and Tenders Committee (Chair) Cultural, Creative and Nightlife Committee (Chair) Cycling Advisory Panel Environment and Climate Change Committee (Chair) Equity and Housing Committee (Chair) Housing for All Advisory Panel Inclusion (Disability) Advisory Panel Innovation, Business and Economy Committee (Chair) Multicultural Advisory Panel Nightlife and Creative Industries Advisory Panel Transport, Heritage and Planning Committee (Chair)
Deputy Lord Mayor – Councillor Zann Maxwell (Labor)	Business and Economic Development Advisory Panel Central Sydney Planning Committee Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee Environment and Climate Change Committee Equity and Housing Committee (Deputy Chair) Inclusion (Disability) Advisory Panel (Lord Mayor delegate) Innovation, Business and Economy Committee Housing for All Advisory Panel Southern Sydney Regional Organisation of Councils (Delegate) Transport, Heritage and Planning Committee

Councillor	Committee and panel appointments
Councillor Olly Arkins (Labor)	Central Sydney Planning Committee (Alternate) Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee (Deputy Chair) Environment and Climate Change Committee Equity and Housing Committee Innovation, Business and Economy Committee Nightlife and Creative Industries Advisory Panel Southern Sydney Regional Organisation of Councils (Alternate Delegate). Transport, Heritage and Planning Committee
Councillor Sylvie Ellsmore (The Greens)	Community Services and Facilities Committee (Deputy Chair) Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee Environment and Climate Change Committee Equity and Housing Committee Housing for All Advisory Panel Innovation, Business and Economy Committee Multicultural Advisory Panel Transport, Heritage and Planning Committee
Councillor Lyndon Gannon (Liberal)	Business and Economic Development Advisory Panel Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee Environment and Climate Change Committee Equity and Housing Committee Innovation, Business and Economy Committee (Deputy Chair) Southern Sydney Regional Organisation of Councils (Alternate Delegate). Transport, Heritage and Planning Committee

Councillor	Committee and panel appointments
Councillor Robert Kok (Clover Moore Independent Team)	Business and Economic Development Advisory Panel (Lord Mayor delegate) Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee (Deputy Chair) Cultural, Creative and Nightlife Committee Environment and Climate Change Committee Equity and Housing Committee Innovation, Business and Economy Committee Multicultural Advisory Panel (Lord Mayor delegate) Transport, Heritage and Planning Committee
Councillor Jess Miller (Clover Moore Independent Team)	Central Sydney Planning Committee Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee Cycling Advisory Committee (Chair) Environment and Climate Change Committee Equity and Housing Committee Floodplain Risk Management Advisory Panel (Alternate Chair) Housing for All Advisory Panel (Lord Mayor delegate) Innovation, Business and Economy Committee Local Pedestrian, Cycling and Traffic Calming Committee (Alternate Chair) Nightlife and Creative Industries Advisory Panel (Lord Mayor delegate) Transport, Heritage and Planning Committee (Deputy Chair)
Councillor Matthew Thompson (The Greens)	Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee Environment and Climate Change Committee Equity and Housing Committee Innovation, Business and Economy Committee Transport, Heritage and Planning Committee

Councillor	Committee and panel appointments
Councillor Yvonne Weldon AM (Independent)	Aboriginal and Torres Strait Islander Advisory Panel Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee Environment and Climate Change Committee Equity and Housing Committee Inclusion (Disability) Advisory Panel Innovation, Business and Economy Committee Transport, Heritage and Planning Committee
Councillor Adam Worling (Clover Moore Independent Team)	Central Sydney Planning Committee (Alternate) Community Services and Facilities Committee Corporate, Finance, Properties and Tenders Committee Cultural, Creative and Nightlife Committee Cycling Advisory Panel (Lord Mayor delegate) Environment and Climate Change Committee (Deputy Chair) Equity and Housing Committee Floodplain Risk Management Advisory Panel (Chair) Innovation, Business and Economy Committee Local Pedestrian, Cycling and Traffic Calming Committee (Chair) Southern Sydney Regional Organisation of Councils (Delegate). Transport, Heritage and Planning Committee

3. Strategic Vision

The communities' vision for the future

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

Green

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

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

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

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

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

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

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

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

Global

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

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

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

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

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

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

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

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

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

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

Connected

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

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

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

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

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

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

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

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

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

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

Six guiding principles

Our community strategic plan is centred around 6 guiding principles, based on the values expressed by our communities. This delivery program reflects these values by aligning the actions we will undertake over the next four years with the strategic directions in the community strategic plan.

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

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

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

2. We respond to the climate emergency

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

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

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

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

3. We build the resilience of our society and economy

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

We build resilience in our economy, communities, systems and infrastructure to respond, recover and adapt to shock events and chronic stresses. These include our energy and transport systems failing to cope with extreme weather or other events, and a lack of affordable housing and poorly constructed buildings that fail to meet current safety, quality or sustainability standards.

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

4. Our communities are engaged in the governance of their city

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

5. We lead through stewardship and collaboration

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

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

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

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

6. Our organisation is governed responsibly and sustainably

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

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

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

The City's ten strategic directions

Strategic Direction 1 **Responsible governance and stewardship**

Our city's leaders continue to evolve to provide good governance and leadership for us

Strategic Direction 2 **A leading environmental performer**

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

Strategic Direction 3 **Public places for all**

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

Strategic Direction 4 **Design excellence and sustainable development**

The city continues to grow sustainably and with good design. Communities are inclusive, socially connected, healthy and live in walkable well-served neighbourhoods supported by public transport. Places support economic activity and innovation. The impact of our changing climate is factored into the policies that influence development in the city.

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

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

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

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

Strategic Direction 7 **Resilient and diverse communities**

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations and support long term health and wellbeing. We work with communities, businesses, and other organisations to strengthen connections and networks, and the city is prepared and able to recover from most situations.

Strategic Direction 8 **A thriving cultural life**

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

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

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

Strategic Direction 10 **Housing for all**

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

Ten targets to measure progress

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 outlines 10 targets to measure progress. Data for reporting against the targets is sourced from a range of external and City data sources including the City of Sydney Floor Space and Employment Survey, the ABS Census and the City of Sydney Community Wellbeing Survey. Results are reported at the commencement of each term of Council in the State of our city report. The 2024 State of our city report is available on the City of Sydney website.

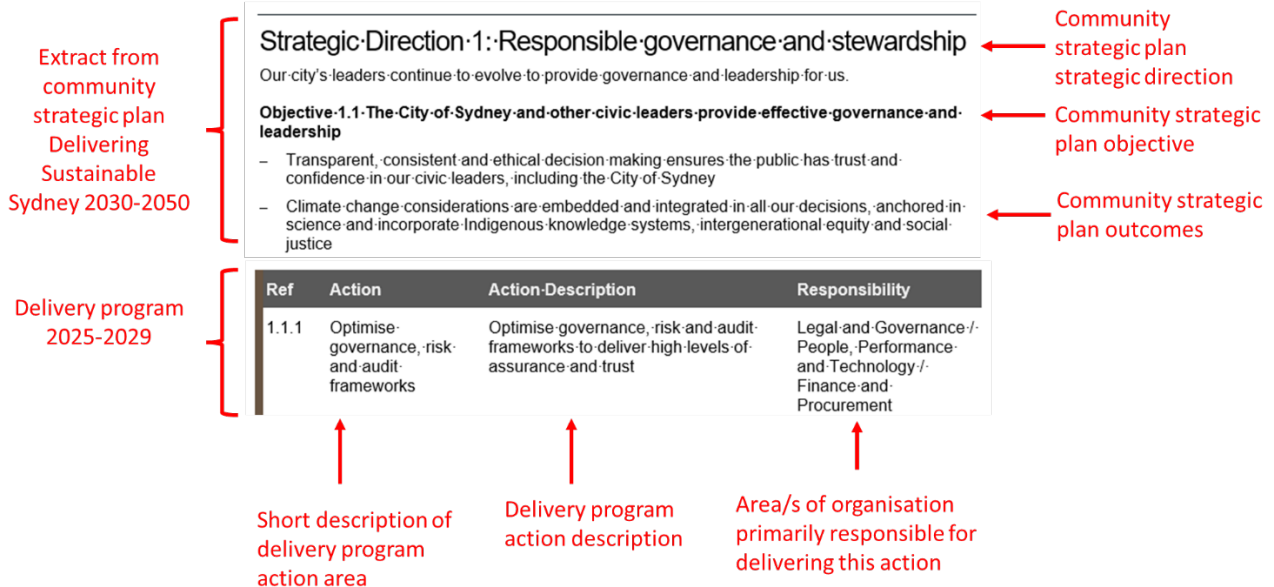
- 1 **By 2035 we will achieve net zero emissions** in the City of Sydney local area.
- 2 **By 2050 there will be a minimum overall green cover of 40%**, including 27% tree canopy cover in our local area.
- 3 **By 2030 residential potable water use will be reduced to 204 litres a person a day** in the City of Sydney local area. Non-residential potable water use will be reduced by 10% from 2018/19 levels.
- 4 **By 2035 there will be a 15% reduction in waste generated** by each person in the local area based on 2023 levels. And by 2035 there will be **90% recycling** and recovery of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.
- 5 **By 2036 there will be approximately 700,000 jobs** in the City of Sydney local area including 200,000 new jobs compared to 2017. An increased proportion of all jobs will be secure jobs.
- 6 **By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings** in the local area that include boarding houses and student accommodation. Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable rental and diverse housing with these proportions maintained into the future.
- 7 **By 2036 new cultural production floor space** in the City of Sydney local area will have increased **at least 40,000m²** from 1,212,900m² in 2017.
- 8 **By 2050 people will use public transport, walk or cycle to travel to and from work.** This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area.
- 9 **By 2030 every resident** in the local area **will be around a 10-minute walk** to what they need for daily life.
- 10 **By 2050 community cohesion and social interaction will have increased** in the local area. This is based on at least 75% of the local resident population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours.

Figure 4. 10 targets to measure progress

How to read this document

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

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



Strategic Direction 1: Responsible governance and stewardship

Our city's leaders continue to evolve to provide good governance and leadership for us.

Objective 1.1 The City of Sydney and other civic leaders provide effective governance and leadership

- Transparent, consistent and ethical decision making ensures the public has trust and confidence in our civic leaders, including the City of Sydney
- Climate change considerations are embedded and integrated in all our decisions, anchored in science and incorporate Indigenous knowledge systems, intergenerational equity and social justice
- Fit for purpose governance systems ensure all levels of government, including the City of Sydney can manage risk, monitor performance and pursue outcomes
- Conscious and appropriate management of risk and opportunity is core to government, including the City of Sydney's decision making
- Policies and decisions for our civic leaders are evidence-based

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

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

- The City of Sydney has played a role in Closing the Gap, is a culturally safe organisation and responsive to the needs of Aboriginal and Torres Strait Islander peoples, including through the services we fund and accommodate in our properties (Closing the Gap priority reform 3)
- The City of Sydney comprises people who are culturally competent and who reflect the diversity of the communities we serve
- The City of Sydney comprises empowered and capable employees who serve as champions for the community and the public good
- The City of Sydney is the custodian of information and data on behalf of the community it serves, committed to ethical use, equitable access and proactive publication and sharing. This includes providing data to support Aboriginal and Torres Strait Islander communities to close the gap (Closing the Gap priority reform 4)
- Our systems, resources and capability are responsive to changing service needs
- The innovative use of data and technology informs, engages, educates and improves services to the community

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

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

- The City of Sydney embodies best practice in its approach to corporate responsibility and financial sustainability
- The City of Sydney's resources are managed to meet the needs of our communities and remain financially sustainable over the long term
- Robust financial planning, effective asset, resource, procurement and contract management ensure the City of Sydney's sustainable financial position is maintained
- A diversified income base with innovative financing models ensures the City of Sydney can provide the infrastructure, assets, programs and services for our communities
- Exploration of different ownership and management models enable social and cultural programs, assets and services to be sustainably delivered into the future

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

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

- Collaborations with metropolitan councils and other partner organisations take advantage of opportunities and solve urban challenges, including Resilient Sydney
- The City of Sydney contributes to the reform of revenue and financing mechanisms for local government in NSW, ensuring sustainable levels of income are aligned with growth in infrastructure and service demand
- Collaboration with other capital city councils and organisations achieve local and metropolitan-wide outcomes

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

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

- Progressive approaches to collaboration and partnerships across levels of government and with local, national, and global partners have transformed the city
- Partnerships and collaborations with leading business, academic and community organisations achieve environmental, social, cultural, and economic benefits for the city
- Expertise from specialists, other city governments and those with an interest in the future of the city has contributed to the transformation of the city
- Shared decision-making processes with the local Aboriginal and Torres Strait Islander community integrate Indigenous knowledge systems and practices

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

Key services provided under this strategic direction

- Council Secretariat Support
- Governance, risk and assurance
- Protocol
- Public sector collaboration
- Information, data, records management and geospatial management
- Workforce management and planning
- Legal services
- Technology infrastructure and management
- Organisational planning and improvement
- Work health and safety

Delivery program 2025-2029

- Financial management
- Communications and marketing
- Community consultation and engagement
- Visitor information services
- Customer contact
- Property and portfolio management
- Procurement and contract management

Strategic Direction 2: A leading environmental performer

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

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

- The city is regenerative, contributing positively to the planet, society and to people's lives
- Actions are effective, reducing harm quickly and efficient, ensuring the greatest benefit for the least cost
- All activities and the built form of the city contribute to achieving net zero emissions by 2035 or sooner
- Economic growth remains uncoupled from carbon emissions to maintain our standard of living

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

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

- Increased canopy cover and landscaping keep our streets and buildings cool and improve health and wellbeing
- Nature is integrated with the urban landscape, providing wildlife habitat and supporting healthy ecosystems
- Everyone has access to green spaces where trees, vegetation and water enhance our climate resilience
- Respectful engagement with Aboriginal and Torres Strait Islander peoples supports their aspirations to connect with and care for Country

Ref	Action	Action Description	Responsibility
2.2.1	Improve urban greening and canopy cover	Work towards achieving the City's greening and canopy cover targets	City Services
2.2.2	Improve habitat potential and biodiversity	Deliver a range of programs and projects that improve habitat potential and biodiversity	City Services
2.2.3	Support participation in community greening	Provide opportunities and support for participation in community greening and nature-based activities	City Services

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

- Water is celebrated and the harbour is a focal point for social connections and active lifestyles
- Potable water consumption is minimised through efficiency measures, water recycling and more effective use of rainwater and groundwater
- A range of strategies ensure water quality has improved
- Investment in flood management and technological solutions keep people and infrastructure safe as the number of storm events increases

Ref	Action	Action Description	Responsibility
2.3.1	Minimise potable water usage in the City's operation	Deliver water efficiency initiatives and alternative water supplies to minimise potable water usage in the City's operation	City Services / Chief Operations Office
2.3.2	Collaborate to support a water sensitive city	Collaborate with others to support a water sensitive city for a liveable, cool and green city into the future	Chief Operations Office
2.3.3	Improve stormwater quality	Improve stormwater quality entering the harbour to support biodiversity outcomes and maximise the opportunity for water recreation	City Services

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

- Resources are retained for as long as possible within the product lifecycle and disposal is minimised
- Infrastructure and manufacturing processes are in place to capture and reuse all material streams to minimise reliance on new materials
- The full environmental impact, including embodied emissions, of all products is transparent

Ref	Action	Action Description	Responsibility
2.4.1	Reduce waste from City operations	Reduce waste generation and focus on retaining, reusing or achieving highest value recycling and resource recovery for all material streams managed within our own operations	Chief Operations Office
2.4.2	Apply sustainable procurement practices	Support reduction in embodied carbon and circular economy outcomes within the City of Sydney through sustainable procurement practices for goods and services	Finance and Procurement
2.4.3	Explore ways to establish a strong circular economy	Explore ways to establish a strong circular economy in our local area that promotes goods and services made from, or using, remanufactured, refurbished and recycled materials, or that come from low carbon and sustainable materials	City Services / Strategic Development and Engagement
2.4.4	Advocate for funding and regulation for circular economy policies	Advocate for government to fund and where necessary regulate the delivery of state and federal circular economy policies and resource recovery strategies	City Services / Strategic Development and Engagement
2.4.5	Promote and support actions to reduce waste sent to landfill by residents	Promote and support avoidance, reuse, repair and resource recovery to reduce the amount of waste sent to landfill by residents	City Services
2.4.6	Provide flexible cleansing and resource recovery services	Cleansing and resource recovery services adapt as our city grows and contribute to efficiency and amenity	City Services

Objective 2.5 Our community has the capacity to understand risk, take action and collaborate for sustainable outcomes

- A shared responsibility for actions and environmental impact results in change
- Communities are supported to deal with the impacts of climate change and equity is improved
- Climate risk is integrated into business and personal decision making

Ref	Action	Action Description	Responsibility
2.5.1	Improve climate risk awareness	Improve environmental and climate risk awareness and management	Strategic Development and Engagement
2.5.2	Deliver programs to improve environmental performance	Deliver programs and partnerships that encourage and support residents and businesses in key sectors to improve their environmental performance	City Life

Key services provided under this strategic direction

- Parks, trees and green spaces
- Cleansing
- Waste and recyclables
- Environmental programs
- Environmental management
- Public sector collaboration

Strategic Direction 3: Public places for all

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

Objective 3.1 Aboriginal people's history and cultures, and truth-telling of this place, are evident in the public realm

- Truth-telling, naming conventions, heritage design and management plans all recognise cultural practice and reinforce the history and connections that Aboriginal and Torres Strait Islander peoples have in this place
- Aboriginal and Torres Strait Islander people's cultural practice and expression continues as their right and responsibility in the public realm
- Shared decision-making arrangements are in place regarding public land, to ensure Aboriginal and Torres Strait Islander peoples benefit from continuous connections to Country (Closing the Gap priority reform 1)

Ref	Action	Action Description	Responsibility
3.1.1	Aboriginal and Torres Strait Islander people are influential in shaping the city	Aboriginal and Torres Strait Islander people are influential in shaping the city	Chief Operations Office
3.1.2	Recognise and reflect Aboriginal and Torres Strait Islander cultures and history through naming places using Gadigal words	Recognise and reflect Aboriginal and Torres Strait Islander cultures and history through naming places using Gadigal words, and restoring traditional Gadigal names to geographical features and cultural sites through dual naming	Strategic Development and Engagement
3.1.3	Foster mutual understanding and healing through truth-telling	Foster mutual understanding and healing through truth telling by reinforcing the living culture and connection that Aboriginal and Torres Strait Islander peoples have to this place	Chief Operations Office / City Life

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

- The city centre is inviting and lively, clean, accessible and safe, with a new Town Hall Square and upgraded civic squares and places where people want to spend time together during the day and evening
- Main streets are the social and economic hubs of their neighbourhoods, clean, safe accessible and inviting places for people to come together
- Green and shaded avenues, public spaces and local streets are more comfortable and spacious places to walk, cycle, meet and socialise
- Local streets have fewer cars and more trees, making them safe for children to play and for all people to walk

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

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

- The city's streets and public spaces support large and small-scale civic and cultural activities
- Creativity and diversity of public art is evident across all neighbourhoods
- Private spaces are transformed into shared spaces, hosting large and small-scale civic and cultural events

Ref	Action	Action Description	Responsibility
3.3.1	Support artists' contributions to the cultural life of the city	Support and enable artists to contribute to the life of the city through public artworks, advocacy, grants and other initiatives	City Life / Chief Operations Office

Objective 3.4 Physical and visual connections to the harbour are strengthened

- The harbour, unique to Sydney, has more visual and physical connections to the city
- There are more recreational opportunities in and around the harbour

Ref	Action	Action Description	Responsibility
3.4.1	Connect with the harbour foreshore	Continue to implement the Eora Journey Recognition in the Public Domain project Yananurala to inspire people to go walking on Country with a curated series of Aboriginal stories along the harbour foreshore	Chief Operations Office

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

- Healthy active lifestyles are encouraged, supporting mental and physical wellbeing of communities
- Growing demand is supported by public space improvements, investment in new facilities as well as high standards of maintenance and servicing of existing facilities
- Innovative ways to unlock, activate and share spaces for wider inclusive community use are explored

Ref	Action	Action Description	Responsibility
3.5.1	Ensure equitable distribution and access to recreational facilities	Ensure equitable geographical distribution, provision and access to diverse recreational facilities across the city	Chief Operations Office
3.5.2	Equitably manage land under the care and control of the City of Sydney	Ensure land under the care and control of the City of Sydney is managed equitably	Chief Operations Office
3.5.3	Promote access to pools and sporting facilities	Promote access to pools and sporting facilities through equitable and inclusive programs and services	City Services

Key services provided under this strategic direction

- Aquatic, sports and leisure services
- Parks, trees and green spaces
- Cleansing
- Public sector collaboration
- Traffic and roads management
- Urban design
- Community programs and services
- Regulation, compliance and enforcement
- Asset management

Delivery program 2025-2029

- Venues and spaces for hire
- Civil infrastructure and spaces
- Public infrastructure delivery

Strategic Direction 4: Design excellence and sustainable development

The city continues to grow sustainably and with good design. Communities are inclusive, socially connected, healthy, and live in walkable well-serviced neighbourhoods, supported by public transport. Places support economic activity and innovation. The impact of our changing climate is factored into the policies that influence development in the city.

Objective 4.1 The city's liveability is enhanced through well planned and designed development and public spaces

- The voices, rights and responsibilities of Aboriginal and Torres Strait Islander peoples are respected in the implementation of Designing with Country and Connecting with Country knowledge and practices
- Communities live in walkable well-serviced neighbourhoods supported by mass transit with access to jobs and recreation
- Well-designed neighbourhoods support inclusive, socially connected, and healthy communities
- The character of distinctive neighbourhoods and heritage and iconic places valued by communities is respected and celebrated
- Public and private spaces in the city are healthy, attractive, inclusive, safe, and inviting

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

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

- The city is productive, fosters innovation and ensures economic opportunities for all
- The planning framework supports a stronger more competitive city centre
- The capacity for innovative and high value economic clusters outside the city centre are supported
- Industry, urban services and business are supported to grow and evolve in the southern enterprise area and Green Square town centre

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

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

- Collaborative approaches to infrastructure provision ensure transit, health, education, open space, water, energy, technology and other infrastructure are appropriately sequenced to support the city and its communities
- Technological infrastructure and the intelligent use of data, integrated with physical infrastructure and city systems, supports the growth of the city and communities
- Infrastructure and assets are planned to withstand the impacts of a changing climate

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

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

- Design excellence is integral to major development projects
- Collaborative approaches across governments at all levels ensure that standards are lifted and high quality, sustainable buildings are built to last

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

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

- Neighbourhoods, public places and buildings are planned, designed and built so the community is resilient to the impacts of climate change and other environmental hazards
- Development continues to reduce its impacts on the environment and the reduction
- Buildings and places are designed to reduce emissions and waste and use water efficiently

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

Key services provided under this strategic direction

- Strategic planning

- Urban design
- Public sector collaboration
- Civil infrastructure and spaces
- Planning assessments and determinations
- Building and construction approvals

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

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

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

- The city is shaded and cooler, quieter, and calmer, air cleaner, and more space available for people to use the streets
- Vehicle speeds (maximum of 30km/h in all areas of high pedestrian activity, maximum of 40km/h elsewhere) and volumes are reduced, making the city centre and local neighbourhoods safer, healthier, and quieter
- The existing motorway and distributor network are optimised to carry more through traffic, reducing driving on city streets
- All public transport, service and private vehicles are zero emissions
- Avenues that lead into Central Sydney are greener, with more space for walking and cycling

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

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

- An affordable, safe, and accessible network of public transport supports the 24-hour activities of the global city
- Most activities in the city are within a 10-minute walk of a rapid, high frequency public transport service
- People transfer between public transport services in safe, accessible and high-quality interchanges

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

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

- People are prioritised by increasing the capacity, quality and amenity of our streets
- The experience of people walking is enhanced for everyone with improved safety, quality, accessibility and comfort, including for children walking to school and within their neighbourhoods
- The city is easy to navigate, supported by a comprehensive wayfinding system
- People are prioritised at key intersections, waiting no longer than 45 seconds, ideally no more than 30 seconds, so no more than 15% of a walking journey is spent at traffic signals

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

Objective 5.4 More people ride more, as it's an attractive, convenient and safe option for everyday transport

- A network of separated cycleways provides direct and safe access for people riding throughout the city
- The cycleway network is connected to desirable destinations and is shaded, legible and comfortable to use
- Children can safely use the cycle network to get to school and other activities
- It is safer to ride on all roads where everyone who drives behaves safely and courteously

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

Objective 5.5 Freight, servicing and kerbside space is managed to support the efficient functioning of the city while improving the amenity of city spaces

- Access is maintained for freight, delivery and service vehicles as street space is reallocated
- Nearly all service and loading activity occurs off-street or off-peak. Space for traffic, parking and kerbside loading is prioritised for those who need it most
- Collaboration between businesses minimises the number of delivery, service and waste vehicles

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

Key services provided under this strategic direction

- Fleet management
- Traffic and roads management
- Regulation, compliance and enforcement
- Parking provision and management
- Public sector collaboration

Delivery program 2025-2029

- Community programs and services
- Urban design
- Strategic planning
- Civil infrastructure and spaces

Strategic Direction 6: An equitable and inclusive city

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

Objective 6.1 Strengthen partnerships and relationships that enable shared decision making with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations

- Respect is the basis when partnerships are formed, leading to positive outcomes for Aboriginal and Torres Strait Islander peoples
- Partnerships and arrangements are in place with the City of Sydney and other levels of government to accelerate policy and local progress on Closing the Gap targets (Closing the Gap priority reform 1)
- Barriers to economic, social and cultural participation and inclusion are identified and removed
- Aboriginal and Torres Strait Islander peoples are supported in their right to self-determination

Ref	Action	Action Description	Responsibility
6.1.1	Engage in partnerships to support self-determination and reconciliation	Engage in genuine partnerships with Aboriginal and Torres Strait Islander people to support self-determination including through implementation of the City's Reconciliation Action Plan and acknowledging the Closing the Gap priority actions	Strategic Development and Engagement

Objective 6.2 Everyone feels welcome and included in the city

- Everyone can participate and become involved in the city, particularly children and young people
- Community volunteers are supported and celebrated
- Communication is inclusive and accessible to reach diverse communities
- Barriers to advance the inclusion of people, including children and young people, and people with disability in our communities are identified and addressed

Ref	Action	Action Description	Responsibility
6.2.1	Identify, advocate and where possible remove barriers to inclusion of people with disability	Identify, advocate and remove barriers to advance the inclusion, equity and rights of people with disability in our community	City Life
6.2.2	Position our libraries to support community needs	Position our libraries for the future to support existing and emerging needs of the community	City Life
6.2.3	Deliver inclusive and accessible programs and services	Empower communities through the delivery of programs and services that are inclusive, affordable and have equitable access for all	City Life

Objective 6.3 Everyone has equitable access to participate in our economic growth and share in our prosperity

- Sydney is a city that is fair and socially just
- Everyone can prosper with opportunities for equitable economic participation
- Affordability and other barriers to participation in the economic, cultural, and social life of the city are identified and addressed
- Everyone can afford the essentials of daily life: safe and secure housing, healthy food, health care and education, and heating in winter

Ref	Action	Action Description	Responsibility
6.3.1	Collaborate and advocate for reform to improve outcomes for priority communities	Collaborate and advocate for state and federal policy and funding reform that improves the economic wellbeing and inclusion of priority communities	Strategic Development and Engagement
6.3.2	Support increased employment and access to procurement	Support increased employment and access to procurement opportunities with Aboriginal and Torres Strait Islander people, businesses and organisations	Finance and Procurement / People, Performance and Technology

Objective 6.4 Everyone is engaged and actively participates in the governance of their city

- Everyone actively participates in governance and decision-making processes
- Everyone is appropriately represented in decision-making by institutions and organisations
- Everyone has equitable access to information and data to help them make informed decisions
- Young people are supported to become future civic leaders

Ref	Action	Action Description	Responsibility
6.4.1	Involve people in decision making through our engagement program	Involve people in decision making that shapes the city through our engagement strategy	Strategic Development and Engagement
6.4.2	Provide inclusive and accessible information to the community	Provide inclusive communications that reflect and involve the diverse audience groups within our local area	Strategic Development and Engagement

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

- The ‘digital divide’ is addressed with everyone having access to the digital assets, tools and services to participate in economic and civic life
- Everyone has the skills to protect and control their privacy and personal information ensuring data security and confidentiality
- Digital innovation empowers everyone to share knowledge, skills and experiences, fostering an environment where we can experiment, collaborate and create solutions that benefit everyone
- Everyone can access open data, tools and space with ethical digital protections for privacy

Ref	Action	Action Description	Responsibility
6.5.1	Support access to technology and digital literacy skills	Libraries and community centres support access to technology and digital literacy skills	City Life / People, Performance and Technology

Objective 6.6 There is equitable access to education and learning opportunities, everyone can participate in a creative practice

- Everyone has equitable access to affordable, high-quality early childhood education and care
- Public education facilities meet the needs of our growing and diverse communities
- Everyone can participate in and has access to learning opportunities throughout all stages of life
- Everyone has access to spaces and equipment for creativity and opportunities to develop digital skills and overcome the digital divide

Ref	Action	Action Description	Responsibility
6.6.1	Deliver education and learning opportunities	Deliver education and learning opportunities with a focus on engaging priority communities	City Life

Objective 6.7 A sustainable food system that provides access to nutritious food

- Everyone has access to fresh, nutritious and healthy food
- Everyone is supported to live healthy, sustainable, and active lives

Ref	Action	Action Description	Responsibility
6.7.1	Support a more sustainable food system and equitable access to safe, nutritious food	Research, advocate for and deliver initiatives to support a more sustainable food system and equitable access to safe, nutritious and appropriate food	City Life / Strategic Development and Engagement

Key services provided under this strategic direction

- Public sector collaboration
- Community programs and services
- Cultural programs and services
- Grant management

Delivery program 2025-2029

- Library services
- Council Secretariat support
- Education and care services
- Communications and marketing
- Community consultation and engagement

Strategic Direction 7: Resilient and diverse communities

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations and support long term health and wellbeing. We work with communities, businesses, and other organisations to strengthen connections and networks, and the city is prepared and able to recover from most situations.

Objective 7.1 Communities are connected and socially cohesive

- We move forward together through truth-telling and by acknowledging and addressing the history of our local area, including the impact of colonisation and subsequent policies on Aboriginal and Torres Strait Islander peoples
- Diversity continues to be valued and is a strength of communities
- Organisations and institutions promote respect, connect communities and create a sense of belonging
- Community initiatives strengthen social inclusion, enable connectedness and reduce social isolation within and across communities

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

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

- Community and cultural facilities offer welcoming and inclusive experiences that support wellbeing and quality of life for everyone
- Community and cultural facilities are inclusive, affordable, and accessible to everyone
- Community and cultural spaces are designed with the community and managed to support social connection and wellbeing
- Improved social connections and wellbeing contributes to everyone's mental and physical health outcomes

Ref	Action	Action Description	Responsibility
7.2.1	Provide inclusive, affordable and accessible community and cultural facilities	The City's community and cultural facilities are inclusive, affordable and accessible to everyone	City Life / Chief Operations Office
7.2.2	Support social connection and wellbeing	Improved social connections and wellbeing contribute to the communities' mental and physical wellbeing	Strategic Development and Engagement

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

- Aboriginal and Torres Strait Islander peoples' knowledge and experiences contribute to the city's resilience and adaptation
- The city, its public places, services and infrastructure are ready to withstand natural hazards, critical infrastructure failure and international crisis
- Business, government, and communities collaborate to ensure the city is prepared for, can respond to, and recover from acute shocks and chronic stresses
- Communities and community organisations have developed their capacity and capability for resilience
- Our efforts to build resilience and capacity extends to communities beyond our local area, including aiding national and international communities to survive emergency situations

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

Objective 7.4 The city economy is diversified to strengthen its resilience

- The city economy is thriving and growth is sustained from a diverse economic base
- The city economy comprises a range of business sizes from major corporations and small to medium enterprises, to startups, scaleups for-purpose and social enterprises
- Job opportunities have been expanded and strengthened by reinforcing Sydney's competitive advantages and addressing underlying economic vulnerabilities
- The city economy includes a higher proportion of secure jobs

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

Objective 7.5 People feel safe in the city

- The city is seen as a safe and secure place where everyone lives, works, visits and does business, free from discrimination
- Children get the best start in life and grow up free from harm
- Domestic and family violence and sexual assault has been reduced
- Design of streets and other public spaces, technology and other preventive strategies have made the city safer

Ref	Action	Action Description	Responsibility
7.5.1	Collaborate to improve community safety	Improve community safety through collaborating with government and non-government organisations to deliver programs and initiatives that support safety and perceived safety in the community	City Services
7.5.2	Embed the NSW Child Safe Standards	Develop and implement strategies to embed the NSW Child Safe Standards across our organisation	City Life
7.5.3	Deliver programs to improve community safety	Community safety is improved through preventative and reactive response to community issues	City Services / City Life

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

- A strong and sustainable Aboriginal and Torres Strait Islander community controlled sector provides high quality services to meet the needs of Aboriginal and Torres Strait Islander peoples in the local area (Closing the Gap priority reform 2)
- A strong culture of community led solutions and willingness to help each other prevails in the city
- Communities are empowered to engage and participate in the design and success of projects and initiatives that impact them

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

Key services provided under this strategic direction

- Community programs and services
- Grant management
- Venues and spaces for hire
- Community consultation and engagement
- Public sector collaboration
- Governance, risk and assurance
- Regulation, compliance and enforcement
- Security and emergency management

Strategic Direction 8: A thriving cultural life

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

Objective 8.1 Aboriginal and Torres Strait Islander peoples and their cultural practices are valued and supported

- Cultural practice and rights is defined and determined by Aboriginal and Torres Strait Islander peoples
- The cultural life of the city has strong connections to the history of this place and to Aboriginal and Torres Strait Islander peoples
- Gadigal culture is acknowledged and respected

Ref	Action	Action Description	Responsibility
8.1.1	Continue to work with Aboriginal and Torres Strait Islander people to improve local cultural recognition	Continue to work with Aboriginal and Torres Strait Islander people to ensure better recognition of local Aboriginal cultures, including delivering the Eora Journey: Recognition in the Public Domain program	Chief Operations Office / City Life

Objective 8.2 We value our cultural life and champion our creative industries

- Sydney is renowned for its world-class cultural offerings and investment in bold ideas and new talent
- By championing local cultural production, our stories, history, and local creative achievements are recorded and shared
- Creativity is core to urban policies, ensuring the city is open, accessible and renowned for quality creative experiences
- We celebrate the many cultures of our diverse, multicultural and inclusive city

Ref	Action	Action Description	Responsibility
8.2.1	Enable artists to participate in shaping our city	The City Art public art program enables artists to participate in shaping our city	Chief Operations Office
8.2.2	Invest in local creation and production	Prioritise investment in local creation and production through our cultural funding programs	City Life
8.2.3	Reinforce Sydney as an innovative, creative, global city	Deliver programs and events that reinforce Sydney as an innovative, creative and global city	Strategic Development and Engagement / City Planning, Development and Transport
8.2.4	Record and share Sydney's stories and history	Record and share Sydney's stories and history	City Life

Ref	Action	Action Description	Responsibility
8.2.5	Educate, connect with and engage the community	Educate, connect with and engage the community through our cultural programs and services	City Life
8.2.6	Support the creative sector	Support the creative sector through research and advocacy	City Life / Strategic Development and Engagement

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

- Diverse creative communities can call the city home
- Reform of the sector enables creative practitioners to earn a sustainable income from their work
- Defined creative precincts will be the focal point for growing creative living, working and production

Ref	Action	Action Description	Responsibility
8.3.1	Enable creative and cultural operators to locate in Sydney	Support and deliver initiatives that enable cultural organisations and creative businesses to operate in Sydney	City Life

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

- Diverse voices are enabled and empowered to share their stories, strengthening identity, and creating connections
- Culture is essential to all aspects of city life – creating meaning, identity and purpose and fostering an inclusive society
- Leadership of the creative sector represents the diversity of our communities

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

Objective 8.5 There is an increased supply of accessible creative space

- All neighbourhoods have affordable and accessible cultural spaces and activity, supported by public transport
- A stable and increasing supply of affordable space enables creative practitioners to live and work in the city
- At-risk venues, infrastructure and cultural assets have been protected
- Innovative partnerships, financing models and revenue streams have enabled the delivery of new cultural infrastructure at scale

Ref	Action	Action Description	Responsibility
8.5.1	Encourage investment in new creative space	Encourage investment in new creative employment and production space in Sydney	Strategic Development and Engagement / City Planning, Development and Transport / City Life
8.5.2	Retain and increase the supply of creative space in City of Sydney properties	Retain and increase the supply of stable and affordable creative space provided by the City of Sydney	Strategic Development and Engagement / City Life
8.5.3	Enable cultural infrastructure through planning policies	Urban planning policies enable new cultural infrastructure and retention of existing creative spaces	City Planning, Development and Transport

Key Services provided under this strategic direction

- Cultural programs and services
- Major events
- Strategic planning
- Grant management

Strategic Direction 9: A transformed and innovative economy

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

Objective 9.1 An expanding innovation economy supports Sydney's future prosperity

- New specialisations emerge with innovation central to the growth of Sydney's economy
- Innovation precincts, including Tech Central, have grown and intensified activities, cementing Sydney's reputation as a world-leading city of innovation
- Major economic centres across Sydney are connected for strong, complementary growth
- Sydney has developed a culture of experimentation as well as a workforce equipped with the skills and supporting structures to leverage new technologies, accelerating productivity and scalability
- The city trials new initiatives and is equipped with high-speed, fit for purpose technology and data infrastructure

Ref	Action	Action Description	Responsibility
9.1.1	Collaborate to develop and promote sector specialisation and clustering	Collaborate to develop and promote strong sector specialisations and clustering of complementary economic activities	Strategic Development and Engagement
9.1.2	Collaborate to position Sydney as an innovative global city	Collaborate with others to position Sydney globally as an innovative city to attract talent, entrepreneurs, investment and scalable businesses	Strategic Development and Engagement / City Life
9.1.3	Support local businesses to transform and adopt new technologies and innovations	Support local businesses to transform and adopt new technologies and innovations and deliver programs to upskill the workforce to meet the needs of a more innovative economy	City Life

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

- Sydney is a global champion of net zero
- Global competitiveness is maintained by moving quickly to a net zero economy
- Businesses across all sectors are engaged and participate in the transition to a net zero economy
- Sydney's financial and services sector supports NSW's growth as a sustainable economy powerhouse
- New job and business opportunities come from the transition to a circular economy

Ref	Action	Action Description	Responsibility
9.2.1	Encourage and promote innovation and commercialisation of research	Encourage and promote innovation and commercialisation of research that contribute to the green and circular economy	Strategic Development and Engagement / City Life
9.2.2	Promote and support development of local net zero and circular economies	Promote and support the development of key green sectors in local net zero and circular economies	Strategic Development and Engagement

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

- Sydney is prosperous with a globally connected economy, with the wealth and benefits equitably distributed locally
- The principles of community wealth building are embedded, resulting in an inclusive and more sustainable economy
- Opportunities for wider economic participation and more secure employment have been created
- Aboriginal and Torres Strait Islander peoples in the City of Sydney are empowered to access pathways through education, training and employment that align with their aspirations
- Aboriginal and Torres Strait Islander businesses grow and flourish (Closing the Gap priority reform 5)

Ref	Action	Action Description	Responsibility
9.3.1	Collect, analyse and share data	Collect, analyse and share community data with local communities and other national and local cities	Strategic Development and Engagement
9.3.2	Support Indigenous enterprises, social enterprises and for-purpose businesses	Support Indigenous enterprises, social enterprises and for-purpose businesses through funding and programs	Strategic Development and Engagement

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

- The city has become more than a place of work and business, it is the destination for a range of great experiences day and night
- A range of creative, inclusive, fun and diverse activities enliven the city centre and local main streets enticing people to visit
- The city centre and local main streets are active throughout the day, the evening and into the night, supported by appropriate public transport options
- The city is a destination of choice providing experiences across the 24-hour economy, attracting local and global visitors

Ref	Action	Action Description	Responsibility
9.4.1	Encourage activation of places and precincts	Encourage activation of places and precincts across the city	City Life
9.4.2	Advocate to support nightlife and entertainment	Advocate for planning and regulatory changes needed to support nightlife and entertainment	Strategic Development and Engagement
9.4.3	Support and promote the experience economy	Support and promote Sydney's experience economy through activations, events and promotion of Sydney	City Life / Strategic Development and Engagement / People, Performance and Technology

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

- The city is shaped by the unique local areas with their own identity and character – the city centre, main streets, creative and late-night precincts – each supporting thriving economic activity
- Sydney is a leading local, national and international destination for business, investment and talent attraction
- Global connections continue to provide opportunities for local businesses and organisations
- Economic, creative and residential activity coexists in diverse local neighbourhoods

Ref	Action	Action Description	Responsibility
9.5.1	Promote economic activity and distinct and diverse local places	Plan for and help promote economic activity and distinct and diverse local places and neighbourhoods	Strategic Development and Engagement / City Life / City Planning, Development and Transport / City Services
9.5.2	Diversify our economy	Diversify our economy by encouraging greater variety of business models, industry mix, job types and workforce across neighbourhood precincts and CBD	City Life / Strategic Development and Engagement

Key services provided under this strategic direction

- Communications and marketing
- Visitor information centres
- Economic development
- Grant management
- Public sector collaboration
- Major events

Strategic Direction 10: Housing for all

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

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

- Everyone has a home
- Investment and collaborative action have resulted in accommodation, services and resources matching or exceeding the demand for them

Ref	Action	Action Description	Responsibility
10.1.1	Work with others to improve systems to reduce homelessness	Work with other levels of government, homelessness sector agencies and the community to improve systems to reduce homelessness	City Life
10.1.2	Monitor gaps trends in inner city homelessness	Monitor gaps and trends in inner city homelessness and services	City Life

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

- High-quality housing is available for everyone
- Services and social supports are in place to enable people to live with independence and dignity
- Properties and their surrounds continue to be improved and maintained to a high standard
- Connections to local neighbourhoods and communities are preserved when redevelopment takes place

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

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

- Supply of affordable rental and diverse housing supports a socially and economically diverse community
- A strong community housing sector continues to grow supply of affordable rental and diverse housing
- Collaboration across government contributes to an increased supply of affordable rental and diverse housing across Greater Sydney

Ref	Action	Action Description	Responsibility
10.3.1	Encourage others to supply affordable rental and diverse housing	Encourage others to supply affordable rental and diverse housing through advocacy, programs and other measures	City Planning, Development and Transport
10.3.2	Facilitate supply of affordable rental housing through planning controls	Facilitate the supply of affordable rental housing through planning controls	City Planning, Development and Transport

Objective 10.4 Our city has a mix of housing accommodating diverse and growing communities

- There is more housing that better meets the needs of families, intergenerational households, older people, people with disability, students, lone person and co-living households and other cohorts
- Homes built between now and 2050 are comfortable, healthy, cost efficient and resilient to live in
- Renting is a viable, secure and long-term housing option
- Homes are close to jobs, local services, public open spaces and public transport

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

Objective 10.5 There is an increased supply of culturally appropriate and self-determined housing for Aboriginal and Torres Strait Islander peoples

- Aboriginal and Torres Strait Islander peoples are no longer displaced from the local area
- Aboriginal and Torres Strait Islander peoples have increased access to self-determined culturally appropriate housing
- Increased supply of culturally appropriate and self-determined social and affordable rental housing for Aboriginal and Torres Strait Islander peoples
- The Aboriginal community housing sector has grown its capacity to provide housing (Closing the Gap priority reform 2)

Ref	Action	Action Description	Responsibility
10.5.1	Support delivery of improved housing for Aboriginal and Torres Strait Islander communities	Support the delivery of improved housing outcomes for Aboriginal and Torres Strait Islander communities	City Planning, Development and Transport / Chief Operations Office

Key services provided under this strategic direction

- Public sector collaboration
- Community programs and services
- Grant management
- Strategic planning
- Building and construction approvals
- Planning assessments and determinations
- Community consultation and engagement

4. Evaluation

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

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

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

Measuring progress

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

A State of our City report is prepared for each incoming council which outlines our progress against the community strategic plan, and how effective we have been in delivering social, environmental, economic and civic leadership objectives over the term of the previous council. Additionally, our community strategic plan includes 10 targets to monitor our progress.

The delivery program and operational plan are monitored through half-yearly, annual and whole of council term progress reports, and through quarterly and annual financial reports to Council. These reports provide details of our operational performance and our progress towards strategic outcomes identified in the community strategic plan. This plan also includes a range of measures within each strategic direction which will be tracked to assess our progress in implementing the delivery program.

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

Assessment methods

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

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

A detailed summary of measures and indicators used to assess our progress can be found at **Appendix 1: Integrated planning and reporting – assessing progress**

Community wellbeing indicators

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

Community indicators are used to develop social, cultural, environmental, governance and economic policy. They are sourced from a range of primary research efforts, such as our own surveys, monitors, and records, and secondary sources such as the Australian Bureau of Statistics Census and NSW Health surveys.

Updates are collected on an ongoing basis. Data are compared against initial or 'baseline' measures and analysed for change over time.

The City published a community wellbeing indicators report in 2024 with two main functions:

- Taking an evidence-based approach to monitor changing trends and issues affecting the community over time, to inform policy development and service provision planning.
- Acting as a source-book, highlighting primary datasets we manage, and linking readers to the widely-distributed secondary sources used.

The 2024 community wellbeing indicators report can be found on the City's website here:

<https://www.cityofsydney.nsw.gov.au/research-reports/community-indicators-report>



Image 2. Cover page of the Community Wellbeing indicators report dated August 2024. This is available on the [City's website](https://www.cityofsydney.nsw.gov.au/research-reports/community-indicators-report)

Measures

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

There are two reasons for this:

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

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



Figure 5. Plan, do, check, act process diagram

5. Four year financial estimate

Budget and financial schedules

The City has produced a number of financial reports to illustrate its plans and commitments over the 10 year horizon of the Long Term Financial Plan.

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

Income and Expenditure (Income Statement)

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

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

Scenario modelling

A "base case" has been modelled in the main financial schedules, supplementary Income Statement and Cash Flow Forecast schedules and additional scenarios related to:

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

Additional income and expenditure reports provide more detailed information for the "base case":

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

Capital works

The capital works budget identifies each major project, rolling program and future project provision over the course of the 10 year planning horizon. The proposed capital works program includes asset enhancement programs, asset renewal programs and a capital contingency sum.

A listing of individual projects budgeted at more than \$5 million is also provided.

Balance sheet (Statement of financial position)

The balance sheet reflects the City's financial assets, liabilities and equity over the 10 year planning horizon. The 10 year balance sheet reflects movements in cash and investments levels, the acquisition and divestment of assets and estimated movements in employee leave provisions, accounts payable and accounts receivable.

Cash flow forecast

The cash flow forecast takes the net surplus result from the Income and Expenditure Statement, adjusts for non-cash transactional movements and allows for the capital expenditure program to forecast the movements in the City's total cash and investment balances.

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

Office of Local Government performance measures

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

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

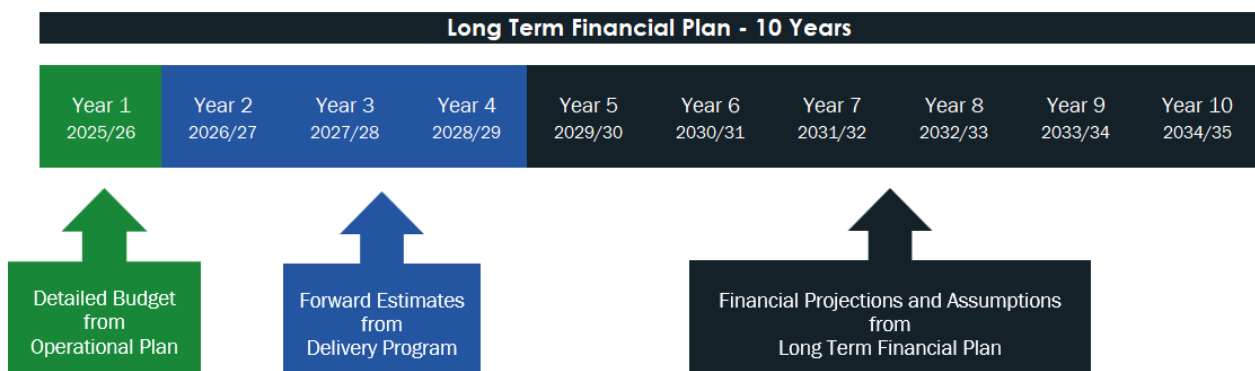


Figure 6. Long term financial plan – 10 year timeframe

This page intentionally left blank

City of Sydney
Income Statement

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

Budgeted Income Statement

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

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

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

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

City of Sydney

Detailed Income and Expenditure

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

City of Sydney

Detailed Income and Expenditure

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

City of Sydney

Detailed Income and Expenditure

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

City of Sydney

Operating Budget

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

	2025/26			2026/27	2027/28	2028/29	4 Year Total	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	10 Year Total
	\$M	Income	Expenditure	Op Surplus / (Deficit)	Operating Surplus / (Deficit)			Operating Surplus / (Deficit)						Op Surplus / (Deficit)
Chief Executive Office	0.0	11.5	(11.5)	(11.9)	(12.3)	(12.7)	(48.4)	(13.0)	(13.4)	(13.8)	(14.3)	(14.7)	(15.1)	(132.8)
Office of the Lord Mayor	0.0	4.6	(4.6)	(4.8)	(4.9)	(5.1)	(19.4)	(5.2)	(5.4)	(5.5)	(5.7)	(5.9)	(6.1)	(53.2)
Secretariat	0.0	2.0	(2.0)	(2.1)	(2.1)	(2.2)	(8.4)	(2.3)	(2.3)	(2.4)	(2.5)	(2.5)	(2.6)	(23.0)
Councillor Support	0.0	3.1	(3.1)	(3.2)	(3.3)	(3.4)	(13.0)	(3.5)	(3.6)	(3.7)	(3.8)	(3.9)	(4.1)	(35.7)
Chief Executive Office	0.0	1.8	(1.8)	(1.9)	(1.9)	(2.0)	(7.6)	(2.1)	(2.1)	(2.2)	(2.2)	(2.3)	(2.4)	(21.0)
Legal & Governance	0.0	14.0	(14.0)	(14.5)	(15.0)	(17.3)	(60.9)	(16.2)	(16.8)	(17.4)	(19.8)	(18.7)	(19.4)	(169.0)
Risk Management & Governance	0.0	5.3	(5.3)	(5.5)	(5.8)	(6.1)	(22.7)	(6.4)	(6.7)	(7.0)	(7.3)	(7.7)	(8.0)	(65.7)
Legal Services	0.0	7.8	(7.8)	(8.1)	(8.3)	(8.5)	(32.7)	(8.8)	(9.1)	(9.3)	(9.6)	(9.9)	(10.2)	(89.6)
Internal Audit	0.0	0.9	(0.9)	(0.9)	(0.9)	(1.0)	(3.7)	(1.0)	(1.0)	(1.1)	(1.1)	(1.1)	(1.2)	(10.1)
Council Elections	0.0	0.0	(0.0)	(0.0)	(0.0)	(1.8)	(1.8)	(0.0)	(0.0)	(0.0)	(1.8)	(0.0)	(0.0)	(3.6)
Chief Operations Office	92.0	88.4	3.7	2.6	(9.9)	(10.6)	(14.3)	(11.8)	(13.0)	(12.5)	(11.0)	(11.1)	(11.6)	(85.3)
Chief Operations Office	0.0	0.8	(0.8)	(0.8)	(0.9)	(0.9)	(3.4)	(0.9)	(1.0)	(1.0)	(1.0)	(1.0)	(1.1)	(9.4)
City Property	91.9	67.7	24.2	23.4	11.5	11.4	70.5	10.8	10.2	11.4	13.6	14.1	14.4	145.2
Development & Strategy	0.0	2.7	(2.7)	(2.8)	(2.9)	(3.0)	(11.3)	(3.0)	(3.1)	(3.2)	(3.3)	(3.4)	(3.5)	(31.0)
Professional Services	0.0	4.5	(4.5)	(4.7)	(4.8)	(4.9)	(18.9)	(5.0)	(5.1)	(5.2)	(5.4)	(5.5)	(5.6)	(50.8)
City Design	0.0	6.2	(6.2)	(6.4)	(6.6)	(6.8)	(26.1)	(7.0)	(7.2)	(7.4)	(7.7)	(7.9)	(8.1)	(71.4)
City Projects	0.0	1.1	(1.1)	(1.2)	(1.2)	(1.2)	(4.7)	(1.2)	(1.3)	(1.3)	(1.3)	(1.4)	(1.4)	(12.6)
Green Square	0.0	0.6	(0.6)	(0.6)	(0.7)	(0.7)	(2.6)	(0.7)	(0.7)	(0.7)	(0.8)	(0.8)	(0.8)	(7.1)
City Access & Transport	0.1	4.2	(4.2)	(3.9)	(4.0)	(4.1)	(16.1)	(4.2)	(4.3)	(4.5)	(4.6)	(4.7)	(4.9)	(43.3)
Project Management Office	0.0	0.4	(0.4)	(0.4)	(0.4)	(0.5)	(1.8)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(4.8)
People Performance & Technology	3.5	63.1	(59.5)	(61.5)	(63.3)	(65.2)	(249.6)	(67.2)	(69.3)	(71.4)	(73.5)	(75.8)	(78.1)	(684.7)
Customer Service	3.4	8.7	(5.3)	(5.5)	(5.7)	(5.8)	(22.3)	(6.0)	(6.2)	(6.4)	(6.6)	(6.8)	(7.0)	(61.2)
People & Culture	0.0	10.2	(10.2)	(10.5)	(10.8)	(11.2)	(42.7)	(11.5)	(11.8)	(12.2)	(12.6)	(12.9)	(13.3)	(117.0)
Work Health & Safety	0.0	3.0	(3.0)	(3.1)	(3.2)	(3.3)	(12.7)	(3.4)	(3.5)	(3.6)	(3.7)	(3.9)	(4.0)	(34.9)
People Performance & Technology	0.0	1.2	(1.2)	(1.3)	(1.3)	(1.4)	(5.2)	(1.4)	(1.4)	(1.5)	(1.5)	(1.6)	(1.6)	(14.3)
Business & Service Improvement	0.0	1.5	(1.5)	(1.5)	(1.5)	(1.6)	(6.1)	(1.6)	(1.7)	(1.7)	(1.8)	(1.9)	(1.9)	(16.8)
Data & Information Management Services	0.0	10.2	(10.2)	(10.5)	(10.8)	(11.1)	(42.6)	(11.5)	(11.8)	(12.2)	(12.5)	(12.9)	(13.3)	(116.9)
Technology & Digital Services	0.1	28.3	(28.2)	(29.1)	(29.9)	(30.8)	(118.0)	(31.8)	(32.7)	(33.7)	(34.8)	(35.8)	(36.9)	(323.7)
City Life	25.8	113.6	(87.8)	(95.3)	(90.6)	(92.5)	(366.2)	(94.7)	(96.6)	(98.0)	(100.5)	(100.0)	(102.7)	(958.6)
Creative City	1.1	38.3	(37.2)	(38.4)	(39.4)	(39.5)	(154.5)	(40.7)	(42.0)	(43.2)	(44.5)	(45.9)	(47.3)	(418.1)
Grants & Sponsorship	0.1	27.0	(26.9)	(32.6)	(26.4)	(27.8)	(113.8)	(28.1)	(28.0)	(27.3)	(27.6)	(25.0)	(25.3)	(275.0)
Venue Management	14.8	12.3	2.5	2.6	2.6	2.8	10.5	2.9	3.0	3.0	3.1	3.2	3.3	29.0
Social City	9.3	25.7	(16.4)	(16.8)	(17.1)	(17.5)	(67.7)	(18.0)	(18.6)	(19.1)	(19.6)	(20.2)	(20.8)	(184.1)
City Business & Safety	0.0	5.2	(5.2)	(5.3)	(5.2)	(5.2)	(21.0)	(5.4)	(5.6)	(5.7)	(5.9)	(6.1)	(6.3)	(55.9)
City Life Management	0.0	2.4	(2.4)	(2.5)	(2.6)	(2.6)	(10.1)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(3.2)	(27.8)
Sustainability Programs	0.4	2.6	(2.3)	(2.4)	(2.4)	(2.5)	(9.6)	(2.6)	(2.7)	(2.8)	(2.9)	(3.0)	(3.1)	(26.6)
Strategic Development & Engagement	0.8	22.4	(21.6)	(22.3)	(23.0)	(24.6)	(91.4)	(24.3)	(24.6)	(25.4)	(26.2)	(28.1)	(27.8)	(247.8)
City Communications	0.0	10.5	(10.5)	(10.8)	(11.2)	(11.4)	(43.9)	(11.7)	(12.1)	(12.5)	(12.8)	(13.2)	(13.6)	(119.8)
Strategy & Urban Analytics	0.0	4.1	(4.1)	(4.2)	(4.3)	(5.5)	(18.1)	(4.6)	(4.7)	(4.9)	(5.0)	(6.2)	(5.3)	(48.8)
Resilient Sydney	0.8	1.4	(0.6)	(0.7)	(0.7)	(0.8)	(2.8)	(0.8)	(0.5)	(0.5)	(0.6)	(0.6)	(0.6)	(6.4)

City of Sydney

Operating Budget

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

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

City of Sydney

Summary of income and expenditure by Principal Activity

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

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

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

City of Sydney
Balance Sheet

	\$'M	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
ASSETS											
Current Assets											
Cash and Investments		717.1	641.0	552.0	444.0	357.1	288.6	287.8	268.0	265.2	261.5
Receivables		69.6	70.7	70.6	70.9	71.8	72.7	73.9	75.2	76.4	77.6
Contract and Contract Cost Assets		16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7	16.7
Inventory		0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Other Assets		11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Total Current Assets		814.8	739.8	650.8	543.0	457.0	389.5	389.8	371.3	369.7	367.2
Non Current Assets											
Capital Works, Infrastructure, Investment Properties and P&A		14,823.4	14,984.1	15,165.8	15,352.1	15,521.3	15,665.4	15,751.8	15,856.3	15,956.1	16,059.7
Total Non-Current Assets		14,823.4	14,984.1	15,165.8	15,352.1	15,521.3	15,665.4	15,751.8	15,856.3	15,956.1	16,059.7
TOTAL ASSETS		15,638.3	15,723.9	15,816.6	15,895.1	15,978.3	16,054.8	16,141.6	16,227.7	16,325.8	16,426.9
LIABILITIES											
Current Liabilities											
Payables		118.6	120.8	125.7	121.2	120.7	112.0	111.4	112.4	117.2	119.6
Provisions		177.5	171.6	149.5	149.7	153.8	156.0	156.4	159.0	161.7	163.1
Total Current Liabilities		296.1	292.4	275.2	270.9	274.5	268.0	267.9	271.3	278.9	282.7
Non Current Liabilities											
Provisions		33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3
Total Non-Current Liabilities		33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3	33.3
TOTAL LIABILITIES		329.4	325.7	308.5	304.2	307.8	301.3	301.1	304.6	312.2	316.0
EQUITY											
Equity		15,308.9	15,398.3	15,508.1	15,590.8	15,670.5	15,753.6	15,840.5	15,923.1	16,013.6	16,111.0
TOTAL EQUITY		15,308.9	15,398.3	15,508.1	15,590.8	15,670.5	15,753.6	15,840.5	15,923.1	16,013.6	16,111.0

City of Sydney
Capital Works Expenditure Summary

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

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

Delivery Program 2025 - 2029

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

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

Delivery Program 2025 - 2029

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

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

Delivery Program 2025 - 2029

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

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

City of Sydney
Cash Flow Forecast

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

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

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

City of Sydney

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

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

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

Summary of Expenditure - 2025/26

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

Notes on Commercial Activities and Revenue Policy

Statement of Business or Commercial Activities

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

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

Revenue Policy - Charges for Works Carried out on Private Land

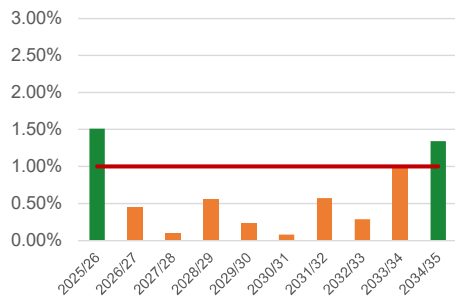
Council does not generally carry out works on private land, however if Council were required to undertake such works (e.g. the construction of a private road), then the works would be charged at the appropriate commercial rate.

City of Sydney**OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS**

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

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

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

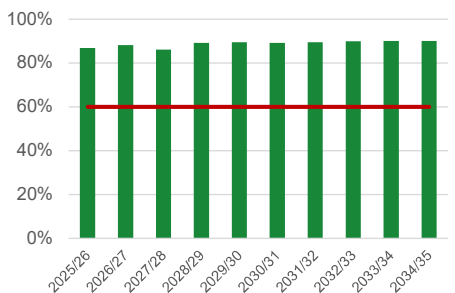
Sustainability**Operating Performance Ratio**

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

Operating Revenue (excluding Capital Grants & Contributions)

Operating Performance is projected to exceed benchmark over the life of the Long Term Financial Plan.

Higher affordable housing grant expenses are expected in the earlier years of the plan, along with operational project and transition costs that are anticipated during delivery of Town Hall Square, placing pressure on the operating performance ratio. In addition, 2028/29 and 2032/33 are election years, which has a slight unfavourable impact on the ratio result due to additional expenses incurred in running local government elections.

Own Source Revenue

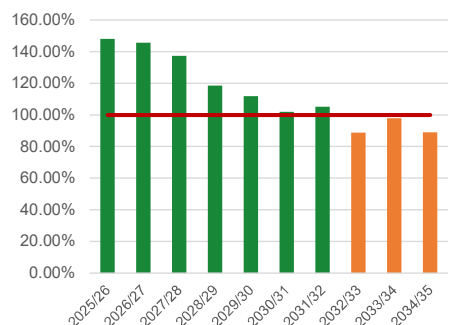
Total continuing operating revenue (excluding all grants and contributions)

Total Operating Revenue

(including all Capital Grants and Contributions)

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

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

Building and Infrastructure Asset Renewal Ratio

Actual Asset Renewals

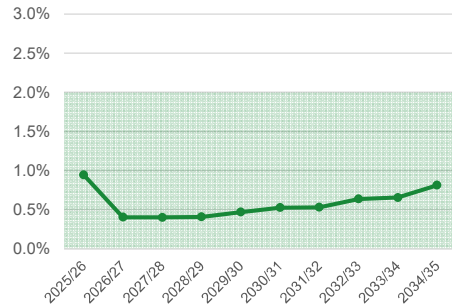
Required Renewal* of Building and Infrastructure Assets

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

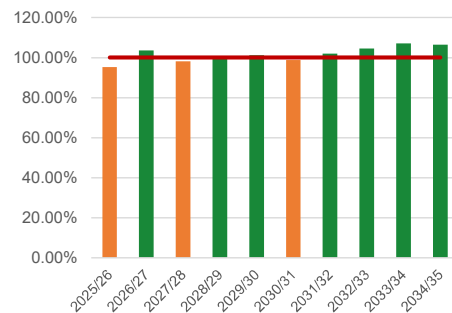
Substantial renewal works are planned for the earlier years of the plan, driven (in part) by strategic upgrade works that deliver a renewal benefit to assets. Underlying recurrent renewal programs focus on prioritising end-of-life assets for renewal and/or replacement.

City of Sydney
OFFICE OF LOCAL GOVERNMENT PERFORMANCE MEASURES - PROJECTIONS
Infrastructure and Service Management

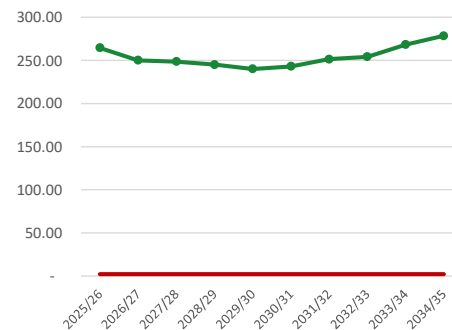
Infrastructure Backlog Ratio



Asset Maintenance Ratio

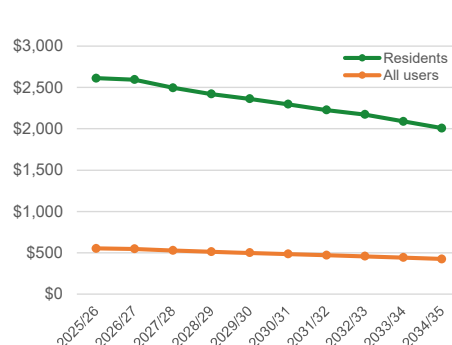


Debt Service Ratio



Efficiency

Real Operating Expenditure per capita



Estimated Costs to Bring Assets to a Satisfactory Standard

Written Down Value of Infrastructure

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

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

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

Actual Asset Maintenance

Required Asset Maintenance

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

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

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

Operating Results before Interest and Depreciation Expense (EBITDA)

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

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

Real Operating Expenditure

Residential Population of Local Government Area

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

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

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

City of Sydney

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

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

Inflation lasting longer than anticipated impacting operating expenses

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

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

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

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

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

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

City of Sydney

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

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

Developer contributions lower than anticipated impacting total income

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

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

City of Sydney

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

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

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

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



Integrated Planning and Reporting – Assessing progress 2025

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

Contents

Introduction	3
Community Strategic Plan – Ten Targets to measure progress	4
Strategic Direction 1: Responsible governance and stewardship	9
Strategic Direction 2: A leading environmental performer	11
Strategic Direction 3: Public places for all	13
Strategic Direction 4: Design excellence and sustainable development	15
Strategic Direction 5: A city for walking, cycling and public transport	17
Direction 6: An equitable and inclusive city	19
Direction 7: Resilient and diverse communities	22
Direction 8: A thriving cultural life	26
Direction 9: A transformed and innovative economy	28
Direction 10: Housing for all	31

Cover image: Living colour display in Martin Place. Photo by Katherine Griffiths / City of Sydney

Introduction

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 details indicators and measures for each of its 10 strategic directions.

This document provides a dataset of the last 4 available results for each of those indicators and measures. The last 4 available data points for each indicator may not necessarily be for the last 4 consecutive years as not all data is available annually.

For example, some indicators require census data which is only available each time there is a census, and our community wellbeing survey is conducted every few years.

Additionally not all indicators have targets. That is because:

- It is not always appropriate to set targets, as some measures are not controllable by the City but they may be useful to plot trends or demands that impact performance.
- There may be no historical data to use as a guide for an appropriate target to set.
- Some indicators report progress in a narrative form

Some measures also include a baseline or benchmark (where one has been established).

Community Strategic Plan – Ten Targets to measure progress

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 outlines 10 targets to measure progress.

Target number	Indicator	Desired trend / target	Latest data			
1	By 2035 we will achieve net zero emissions in the City of Sydney local area		2019/20	2020/21	2021/22	2022/23
	City of Sydney local area greenhouse gas emissions	Net zero by 2035	4.269m tonnes Co2	4,015m tonnes Co2	3,440m tonnes Co2	3,429m tonnes Co2
2.	By 2050 there will be a minimum overall green cover of 40%, including 27% tree canopy cover in our local area		2019	2020	2022	2024
	Overall green cover in the City of Sydney local area	40% by 2050	–	32.1%	30.6%	33.2%
	Overall tree canopy in the City of Sydney local area	27% by 2050	18.06%	19.24%	19.83%	20.9%
3	By 2030 residential potable water use will be reduced to 204 litres a person a day in the City of Sydney local area. Non-residential potable water use will be reduced by 10% from 2018/19 levels		2019/20	2020/21	2021/22	2022/23
	Residential potable water use in the City of Sydney local area	204 litres/per person/per day by 2030	201	180	204	221
	Non-residential potable water use in the City of Sydney local area	10% reduction from 2019 level of 2.32 litres/sqm/day	-6.48%	35.15%	31.47%	29.0%

Appendix 1 - Integrated Planning and Reporting – Assessing progress

Target number	Indicator	Desired trend / target	Latest data			
4	By 2035 there will be a 15% reduction in waste generated by each person in the local area based on 2023 levels. And by 2035 there will be 90% recycling and recovery of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050					
	Waste generated per capita in the City of Sydney local area	15% reduction from 2023 level of 330.44kg/capita by 2035	Data to be recalculated for new baseline from 2025	—	—	—
	Recycling and recovery rate for residential waste in the City of Sydney local area	90% by 2035	47.0% (2021)	44.3% (2022)	50.9% (2023)	50.4% (2024)
	Recycling and recovery rate for commercial and industrial waste in the City of Sydney local area	90% by 2035	—	—	52% (2021)	47% (2022)
	Recycling and recovery rate for construction and demolition waste in the City of Sydney local area	90% by 2035	76% (2020)	79% (2021)	80% (2022)	78% (2023)
5	By 2036 there will be around 700,000 jobs in the City of Sydney local area including 200,000 new jobs compared to 501,786 in 2017. An increasing proportion of all jobs will be secure jobs		2007	2012	2017	2022
	Jobs in the City of Sydney local area	700,000 by 2036	385,421	435,769	501,786	519,839
	Secure jobs in the City of Sydney local area	↗	95.0%	95.1%	94.6%	93.5%

Appendix 1 - Integrated Planning and Reporting – Assessing progress

Target number	Indicator	Desired trend / target	Latest data			
6	<i>By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings in the local area that include boarding houses and student accommodation. Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable rental and diverse housing with these proportions maintained into the future</i>		2020/21	2021/22	2022/23	2023/24
	Private dwellings in the City of Sydney local area	156,000 by 2036	121,725	122,444	122,723	124,010
	Non-private dwellings in the City of Sydney local area, including boarding houses and student accommodation	17,500 by 2036	15,127	15,740	15,861	16,366
	Private dwellings which are social housing in the City of Sydney local area	7.5% by 2036	7.97%	7.91%	7.90%	7.69%
	Private dwellings which are affordable rental and diverse housing in the City of Sydney local area	7.5% by 2036	1.09%	1.17%	1.19%	1.17%
7	<i>By 2036 new cultural production floor space in the City of Sydney local area will have increased at least 40,000m² from 1,212,900m² in 2017</i>		2007	2012	2017	2022
	Cultural production floor space in the City of Sydney local area	1,252,900m ² by 2036	1,289,090 m ²	1,321,897m ²	1,212,900m ²	1,148,908m ²

Appendix 1 - Integrated Planning and Reporting – Assessing progress

Target number	Indicator	Desired trend / target	Latest data				
8	<i>By 2050 people will use public transport, walk or cycle to travel to and from work. This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area</i>						
					2011	2016	2021
	People coming to work in the city centre will use public transport, walk or cycle to travel to and from work	90% by 2050	—	81.9%	83.9%	60.3%	
	People coming to work in the local area outside the city centre will use public transport, walk or cycle to travel to and from work	67% by 2050		49.1%	55.1%	46.6%	
9	<i>By 2030 every resident in the local area will be around a 10-minute walk to what they need for daily life</i>						
	Every resident in the local area will be around a 10-minute walk for:	100% by 2030			2017	2020	
	– fresh food	↗	—	—	99.96%	99.95%	
	– childcare	↗	—	—	99.39%	99.38%	
	– health	↗	—	—	100.00%	100.00%	
	– leisure	↗	—	—	99.99%	99.97%	
	– social	↗	—	—	94.98%	99.94%	
	– learning	↗	—	—	99.98%	99.30%	
	– cultural	↗	—	—	98.09%	97.50%	
	– public open space	↗	—	—	—	100.00%	

Appendix 1 - Integrated Planning and Reporting – Assessing progress

Target number	Indicator	Desired trend / target	Latest data			
10	<i>By 2050 community cohesion and social interaction will have increased in the local area. This is based on at least 75% of the local resident population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours</i> Community cohesion and social interaction based on local residents: – feeling part of the community – agreeing most people can be trusted – saying they can get help from their neighbours					
			2011	2015	2018	2023
	– feeling part of the community	75% by 2050	49%	50%	44%	46%
	– agreeing most people can be trusted	65% by 2050	67%	75%	72%	72%
	– saying they can get help from their neighbours	90% by 2050	55%	53%	50%	53%

Strategic Direction 1: Responsible governance and stewardship

Our city's leaders continue to evolve to provide governance and leadership for us

1.1 The City of Sydney and other civic leaders provide effective governance and leadership

Target number	Indicator	Desired trend / target	Latest data
1.1.1	Specialist advisory panels, committees and working groups established by the City of Sydney Council to assist in decision making	–	Progress reported as a narrative

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

Target number	Indicator	Desired trend / target	Latest data
1.2.1	Summary of City of Sydney participation in Reconciliation Australia's barometer survey Closing the Gap priority reform 3	–	Progress reported as a narrative
1.2.2	Proactive release of information and data, including with Aboriginal and Torres Strait Islander people, by the City of Sydney Closing the Gap priority reform 4	–	Progress reported as a narrative

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

Target number	Indicator	Desired trend / target	2020/21	2021/22	2022/23	2023/24
1.3.1	City of Sydney operating performance ratio	Benchmark >0%	5.14%	-2.41%	4.60%	2.27%
1.3.2	City of Sydney own source revenue ratio	Benchmark >60%	78.58%	86.46%	79.83%	84.47%
1.3.3	City of Sydney building and infrastructure asset renewal ratio (alternate to industry standard)	Benchmark >100%	75.98%	75.45%	88.00%	103.97%

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

Target number	Indicator	Desired trend / target	Latest data
1.4.1	The City of Sydney's participation in formal and informal partnerships	–	Progress reported as a narrative

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

Target number	Indicator	Desired trend / target	Latest data
1.5.1	The City of Sydney's transformational projects and outcomes	–	Progress reported as a narrative

Strategic Direction 2: A leading environmental performer

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

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

Target number	Indicator	Desired trend / target	2019/20	2020/21	2021/22	2022/23
2.1.1	Reduction in City of Sydney local area greenhouse gas emissions	70% reduction from 2006 baseline of 5,815,521 tCO ₂ e by 2030	26.6%	31.0%	40.8%	41.0%
2.1.2	City of Sydney local area greenhouse gas emissions	Net zero by 2035	4.269 mln tonnes Co ₂	4,015 mln tonnes Co ₂	3,440 mln tonnes Co ₂	3,429 mln tonnes Co ₂

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

Target number	Indicator	Desired trend / target	2019	2020	2022	2024
2.2.1	Green cover across the City of Sydney local area	40% by 2050	–	32.1%	30.6%	33.2%
2.2.2	Tree canopy cover across the City of Sydney local area	27% by 2050	18.1%	19.2%	19.8%	20.9%

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

Target number	Indicator	Desired trend / target	2019/20	2020/21	2021/22	2022/23
2.3.1	City of Sydney local area residential potable water use per person per day	204 litres by 2030	201 litres	180 litres	204 litres	221 litres
2.3.2	Reduction in City of Sydney local area non-residential potable water use	10% reduction from 2019 baseline of 2.32 litres/sqm/day by 2030	-6.48%	35.15%	31.47%	29.0%

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

Target number	Indicator	Desired trend / target	2020/21	2021/22	2022/23	2023/24
2.4.1	City of Sydney local area residential waste collected	10% reduction from 2023 baseline of 300.44kg/capita by 2030 and 15% reduction by 2035	–	–	–	7.90%
2.4.2	City of Sydney local area residential waste diversion rate	80% by 2030 and 90% by 2035	47.0%	44.3%	50.9%	50.4%

2.5 Our community has the capacity to understand risk, take action and collaborate for sustainable outcomes

Target number	Indicator	Desired trend / target	Latest data
2.5.1	A summary of outcomes will be reported at the end of each 4-year period	–	Progress reported as a narrative

Strategic Direction 3: Public places for all

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

3.1 Aboriginal people's history and cultures, and truth-telling of this place, are evident in the public realm

Target number	Indicator	Desired trend / target	Latest data
3.1.1	A summary of outcomes will be reported at the end of each 4-year period	–	Progress reported as a narrative

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

Target number	Indicator	Desired trend / target	Latest data
3.2.1	New public domain space in the City of Sydney local area from acquisition, dedications and road space conversions	↗	Progress reported as a narrative

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

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
3.3.1	City of Sydney residents satisfied with the range and quality of creative expression in the public domain such as art installations, murals, busking and street art in the local area	↗	45%	52%	45%	46%

3.4 Physical and visual connections to the harbour are strengthened

Target number	Indicator	Desired trend / target	Latest data
3.4.1	A summary of outcomes will be reported at the end of each 4-year period	–	Progress reported as a narrative

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

Target number	Indicator	Desired trend / target	Latest data			
3.5.1	Green open space under the City of Sydney's care and control (excluding civic spaces)	↗	–	–	214 ha (2023)	215 ha (2024)
3.5.2	City of Sydney residents satisfied with access to parks and open space in the local area	↗	–	87.3% (2015)	84.9% (2018)	84.0% (2023)
3.5.3	City of Sydney residents satisfied with access to public sports and recreational facilities such as pools and courts in the local area	↗	65.2% (2011)	63.6% (2015)	59.6% (2018)	64.4% (2023)

Strategic Direction 4: Design excellence and sustainable development

The city continues to grow sustainably and with good design. Communities are inclusive, socially connected, healthy and live in walkable well-serviced neighbourhoods supported by public transport. Places support economic activity and innovation. The impact of our changing climate is factored in the policies that influence development in the city

4.1 The city's liveability is enhanced through well planned and designed development and public spaces

Target number	Indicator	Desired trend / target	2017	2022
4.1.1	City of Sydney residents living around a 10-minute walk (800m) to:	100% by 2030	%	%
	– fresh food	↗	99.96	99.95
	– childcare	↗	99.39	99.38
	– health	↗	100.00	100.00
	– leisure	↗	99.99	99.97
	– social	↗	94.98	99.94
	– learning	↗	99.98	99.30
	– cultural	↗	98.09	97.50
	– public open space	↗	–	100.00

4.2 Productivity is supported by planning for jobs, innovation and enterprise activities

Target number	Indicator	Desired trend / target	2007	2012	2017	2022
4.2.1	Jobs in the City of Sydney local area	700,000 by 2036	385,421	435,769	501,786	519,839
4.2.2	Commercial floor space in the City of Sydney local area, including occupied and vacant business floor space	–	–	17,562m ²	17,822m ²	18,394m ²

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

Target number	Indicator	Desired trend / target	2022/23	2023/24
4.3.1	Investment on acquiring, developing, and enhancing infrastructure and assets in the City of Sydney local area	–	\$75.43m	\$96.38m

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

Target number	Indicator	Desired trend / target	2022/23	2023/24
4.4.1	Architectural design excellence competitions completed for proposed development in the City of Sydney local area	–	7	13

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

Target number	Indicator	Desired trend / target	Latest data
4.5.1	Outcomes are reported in Strategic Direction 2 in reduced emissions, reduced water, waste and energy consumption and increased greening	–	Progress reported as a narrative

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

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

5.1 Street space is reallocated for people, places and planting

Target number	Indicator	Desired trend / target	2020/21	2021/22	2022/23	2023/24
5.1.1	Separated cycleways in the City of Sydney local area	↗	18.0 km	20.7 km	22.6 km	23.1 km

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

Target number	Indicator	Desired trend / target	2011	2016	2021
5.2.1	Journey to work in the city centre using public transport ¹	↗	74.0%	76.5%	50.0%
5.2.2	Journey to work in City of Sydney locations other than the city centre, using public transport ¹	↗	36.9%	43.4%	33.6%

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

Target number	Indicator	Desired trend / target	2021	2022	2023	2024
5.3.1	Walking counts in the City of Sydney local area	↗	503,442	669,150	666,972	739,719

¹ The methodology for calculating this measure has been updated and previously published data has been amended in this table

5.4 More people ride more, as it's an attractive, convenient and safe option for everyday transport

Target number	Indicator	Desired trend / target	2010	2022	2023	2024
5.4.1	Cycling counts in the City of Sydney local area	↗	19,152	37,107	42,556	50,855

5.5 Freight, servicing and kerbside space is managed to support the efficient functioning of the city while improving the amenity of city spaces

Target number	Indicator	Desired trend / target	Latest data
5.5.1	Kerb space in city centre allocated to deliveries, servicing, and mobility parking. A baseline was established in 2023 from which change will be measured	—	Progress reported as a narrative

Direction 6: An equitable and inclusive city

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

6.1 Strengthen partnerships and relationships that enable shared decision making with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations

Target number	Indicator	Desired trend / target	Latest data
6.1.1	Aboriginal and Torres Strait Islander organisations that the City of Sydney has formed or maintained a formal partnership Closing the Gap priority reform one	–	Progress reported as a narrative

6.2 Everyone feels welcome and included in the city

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
6.2.1	City of Sydney residents satisfied with feeling a part of the community	↗	49%	50%	44%	46%
6.2.1	City of Sydney residents who agree it a good thing for a society to be made up of people from different cultures and communities	↗	83%	88%	90%	89%

6.3 Everyone has equitable access to participate in our economic growth and share in our prosperity

Target number	Indicator	Desired trend / target				
6.3.1	City of Sydney residents who say they are financially insecure	↘	24% (2011)	17% (2015)	16% (2018)	19% (2023)
6.3.2	Socio-Economic Indexes for Areas (SEIFA) – measure of socio-economic advantage and disadvantage	↗	1,111 (2006)	1,051 (2011)	1,095 (2016)	1,126 (2021)

6.4 Everyone is engaged and actively participates in the governance of their city

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
6.4.1	City of Sydney residents who agree there is enough opportunity for them to have a say on issues important to them	↗	–	44%	40%	34%
6.4.2	City of Sydney residents who participated in decision-making activities ² in last 12 months	↗	22%	37%	36%	32%

6.5 Everyone has the skills, tools and access to technology to engage and participate in a digital life

Target number	Indicator	Desired trend / target	2006	2016	2023
6.5.1	City of Sydney residents with internet access at home	↗	73%	90%	93%

² Body-corporate meeting and/or sitting on a decision-making board or committee, such as a corporate board, school council, sports club committee or church committee

6.6 There is equitable access to education and learning opportunities, everyone can participate in a creative practice

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
6.6.1	City of Sydney residents satisfied with access to learning and education opportunities in the local area	↗	53%	56%	51%	57%

6.7 A sustainable food system that provides access to safe and nutritious food

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
6.7.1	City of Sydney residents who ran out of food at any point in the past year and could not afford to buy more	↘	8%	8%	8%	11%

Direction 7: Resilient and diverse communities

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations and support long term health and wellbeing. We work with communities, businesses, and other organisations to strengthen connections and networks, and the city is prepared and able to recover from most situations

7.1 Communities are connected and socially cohesive

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
7.1.1	City of Sydney residents satisfied with feeling a part of the community	↗	49.0%	50.0%	44.0%	45.5%
7.1.2	City of Sydney residents who agree it a good thing for a society to be made up of people from different cultures and communities	↗	83.0%	88.0%	90.0%	89.3%

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

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
7.2.1	City of Sydney residents satisfied with opportunities for sporting or recreational activities in the local area	↗	57.0%	49.0%	43.0%	49.3%
7.2.2	City of Sydney residents satisfied with library access in the local area	↗	–	69.0%	70.0%	71.4%

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

Target number	Indicator	Desired trend / target	2023
7.3.1	City of Sydney residents who agree they are prepared for a major emergency	↗	22.6%
7.3.2	City of Sydney residents who agree they have a bag of essential items prepared in case of an emergency	↗	7.7%

7.4 The city economy is diversified to strengthen its resilience

Target number	Indicator	Desired trend / target	2017	2022
7.4.1	Top 6 industry sectors in City of Sydney local area ranked by proportion of jobs in each	No one sector to dominate		
	Finance and financial services		23.1	24.0%
	Professional and business services		19.8%	18.1%
	Information, communication and technology		6.8%	7.5%
	Government		6.8%	–
	Tourist, cultural and leisure		–	6.4%
	Creative industries		6.6%	6.2%
	Food and drink		–	6.2%
	Higher education and research		5.7%	–

7.5 People feel safe in the city

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
7.5.1	City of Sydney residents who feel safe walking alone near home after dark	↗	50.0%	61.0%	61.0%	62.7%
7.5.2	City of Sydney residents who feel safe walking alone near home in daylight	↗	86.0%	92.0%	91.0%	88.4%

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

Target number	Indicator	Desired trend / target	Latest data			
7.6.1	City of Sydney residents who participated in at least one community engagement activity ³ in the past 12 months	↗	60.0% (2011)	58.0% (2015)	58.0% (2018)	57.7% (2023)
7.6.2	Suppliers engaged by the City of Sydney who identify themselves as Aboriginal and Torres Strait Islander Closing the Gap priority reform 2	↗	–	–	–	76 (2024)
7.6.3	City of Sydney spend with Aboriginal and Torres Strait Islander businesses Closing the Gap priority reform 2	\$2.4m in 2025/26 \$3.0m in 2026/27 \$3.5m in 2027/28	\$1.601m (2020/21)	\$1.931m (2021/22)	\$1.422m (2022/23)	\$1.970m (2023/24)

³ attendance at a community meeting, public hearing or discussion; meeting with, phoned, or written to any local politician; joined a protest or demonstration and /or participated in an online discussion about political or local community issues)

Appendix 1 - Integrated Planning and Reporting – Assessing progress

Target number	Indicator	Desired trend / target	Latest data				
7.6.4	Grants approved by the City to Aboriginal and Torres Strait Islander people, groups and organisations Closing the Gap priority reform 2	–	–	\$0.589m (2021/22)	\$1.630m (2022/23)	\$1.937m (2023/24)	

Direction 8: A thriving cultural life

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

8.1 Aboriginal and Torres Strait Islander peoples and their cultural practices are valued and supported

Target number	Indicator	Desired trend / target	2018	2023
8.1.1	Aboriginal and Torres Strait Islander peoples' satisfaction with the range and quality of creative expression in the public domain	↗	33%	17%

8.2 We value our cultural life and champion our creative industries

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
8.2.1	City of Sydney residents satisfied with feeling a part of the community	↗	49.0%	50.0%	44.0%	45.5%
8.2.2	City of Sydney residents satisfied with the number and quality of arts and cultural events such as festivals, performances and exhibitions in the local area	↗	60.0%	62.0%	56.0%	54.2%

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

Target number	Indicator	Desired trend / target	2007	2012	2017	2022
8.3.1	Creative industries workforce in the City of Sydney local area	↗	32,448	35,017	33,027	32,380

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

Target number	Indicator	Desired trend / target	2011	2015	2018	2023
8.4.1	City of Sydney residents satisfied with opportunities to participate in arts and cultural activities in the local area	↗	54.0%	53.0%	48.0%	47.7%

8.5 There is an increased supply of accessible creative space

Target number	Indicator	Desired trend / target	2017	2022
8.5.1	Creative industries enterprise space in the City of Sydney local area	↗	1,212,900 m2	1,148,908 m2

Direction 9: A transformed and innovative economy

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

9.1 An expanding innovation economy supports Sydney's future prosperity

Target number	Indicator	Desired trend / target	Latest data			
9.1.1	Worker productivity in knowledge and innovation intensive industries in the City of Sydney local area:		per worker (2020)	per worker (2021)	per worker (2022)	per worker (2023)
	– finance and insurance services	↗	\$330,438	\$343,750	\$330,773	\$320,764
	– professional, scientific and technical services	↗	\$155,226	\$154,375	\$163,181	\$158,430
	– education and training	↗	\$132,447	\$132,282	\$136,544	\$138,633
	– information media and telecommunications	↗	\$239,784	\$259,352	\$282,479	\$292,728
	– creative and performing arts activities	↗	\$89,503	\$73,433	\$74,685	\$82,915
9.1.2	Jobs in knowledge and innovation intensive industries in the City of Sydney local area:			(2012)	(2017)	(2022)
	– finance and financial services	↗	–	99,688	115,693	125,002
	– professional and business services	↗	–	78,122	99,404	94,157
	– higher education and research	↗	–	24,538	28,692	27,825
	– information, communication and technology	↗	–	26,962	34,157	38,895
	– creative industries	↗	–	35,017	33,027	32,380

9.2 The transition to a net zero economy offers new economic opportunities

Target number	Indicator	Desired trend / target	2021	2022	2023	2024
9.2.1	Sydney's position on the Global Destination Sustainability Index	↗	15 th	27 th	29 th	10 th

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

Target number	Indicator	Desired trend / target	Latest data			
9.3.1	City of Sydney gross regional product	↗	\$136.58b (2020/21)	\$140.24b (2021/22)	\$141.73b (2022/23)	\$154.73b (2023/24)
9.3.2	Secure jobs in the City of Sydney local area	↗	366,009 (2007)	414,561 (2012)	474,690 (2017)	486,049 (2022)
9.3.3	Aboriginal and Torres Strait Islander youth (15 to 24 years) from the City of Sydney local area who are in employment, education or training. The National Closing the Gap target is 67% Closing the Gap target 7	↗	–	68.2% (2011)	87.5% (2016)	91.2% (2022)
9.3.4	Aboriginal and Torres Strait Islander people aged 25-64 from the City of Sydney local area who are employed. The National Closing the Gap target is 62% Closing the Gap target 8	↗	–	45.1% (2011)	51.6% (2016)	53.6% (2022)

9.4 Creativity and great experiences fuel the vitality of the city

Target number	Indicator	Desired trend / target	Latest data			
			2020/21	2021/22	2022/23	2023/24
9.4.1	Trips made in the Sydney city centre on public transport (average per month)	↗	11.92m	8.83m	16.83m	20.00m
9.4.2	Domestic visitors – average number of nights stayed in City of Sydney local area	↗	2.86	2.64	2.80	2.69
9.4.3	International visitors – average number of nights stayed in City of Sydney local area	↗	7.33	13.21	13.85	13.99
9.4.4	International visitors staying overnight in City of Sydney local government area	↗	10,703	128,653	1,382,149	2,043,269
			2011	2015	2018	2023
9.4.5	City of Sydney residents attending cultural activities, events, performances and venues ⁴	↗	87.0%	88.5%	88.6%	88.1%

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

Target number	Indicator	Desired trend / target	2017	2022
9.5.1	Business establishments employing workers in the City of Sydney local area economy	–	23,511	21,618

⁴ Responses for attending at least one type of cultural activity, event, performance and / or venue in the past year

Direction 10: Housing for all

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

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

Target number	Indicator	Desired trend / target	2021	2022	2023	2024
10.1.1	People sleeping rough in the City of Sydney local area on the night of the annual street count	↘	272	225	277	208
10.1.2	People in crisis accommodation in the City of Sydney local area on the night of the annual street count	–	288	269	299	392

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

Target number	Indicator	Desired trend / target	2020/21	2021/22	2022/23	2023/24
10.2.1	Private dwellings that are social housing in the City of Sydney local area	7.5% by 2036	7.97%	7.91%	7.90%	7.69%

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

Target number	Indicator	Desired trend / target	2020/21	2021/22	2022/23	2023/24
10.3.1	Private dwellings that are affordable rental housing units and / or diverse housing dwellings in the City of Sydney local area	7.5% by 2036	1.09%	1.17%	1.19%	1.17%

10.4 Our city has a mix of housing accommodating diverse and growing communities

Target number	Indicator	Desired trend / target	2020/21	2021/22	2022/23	2023/24
10.4.1	Private dwellings in the City of Sydney local area	156,000 by 2036	121,725	122,444	122,723	124,010
10.4.2	Non private dwellings (boarding houses, student accommodation, residential aged care services) in the City of Sydney local area	17,500 by 2036	15,127	15,740	15,861	16,366

10.5 There is an increased supply of culturally appropriate and self-determined housing for Aboriginal and Torres Strait Islander peoples

Target number	Indicator	Desired trend / target	Latest data
10.5.1	Projects led by or partnered with Aboriginal community-controlled organisations to provide culturally appropriate housing (supported by the City of Sydney through funding, or discounted land or asset sales)	–	Progress reported as a narrative
10.5.2	Number of Aboriginal households in the local area that are living in affordable housing provided by St George Community Housing, Bridge Housing, and City West Housing	–	Data collection to commence June 2025
10.5.3	Proportion of Aboriginal households in the local area that are living in affordable housing provided by St George Community Housing, Bridge Housing, and City West Housing	–	Data collection to commence June 2025

This page intentionally left blank

