

28/6/79.



ALDERMEN'S ROOM,
TOWN HALL,
SYDNEY.

13th June, 1979

MINUTE BY THE CHAIRMAN, CITY PLANNING COMMITTEE

SUBJECT: The City of Sydney Strategic Plan Review

In accordance with Council resolutions of 8th May and 22nd May, 1978, respectively adopting the 1978/80 Action Planning Programme and the 1977-80 Strategic Plan, detailed arrangements are now proposed for the review and updating of the Strategic Plan for the period 1980 - 83.

Strategic and action planning processes 1971 to date

In August, 1970, Council commissioned the preparation of the City's first strategic plan which was exhibited and adopted in 1971. It has since been regularly reviewed and updated every 3 years. In accord with Council's established practice and prior resolution, it is now time to commission the next review.

In doing so, we must have regard to the significance of this next review in the evolution of the City and of the Council's corporate, strategic and action planning processes over the past nine years.

The 1971 Strategic Plan book was firstly a most comprehensive professional study of the City's community and environmental problems and opportunities. On the basis of that study, it went on to state broad Objectives and Policies illustrated by diagrams of creative ideas for all aspects of the City's community and environmental needs. It covered 16 policy fields, from Administration and Finance, through Parking and Pedestrians, Residential Life and Community Services, to Preservation and Open Space. It structured the City into a series of local Districts and Precincts, and defined policies and action programs for the "greening" and regeneration of each individual Precinct.

The most significant achievements of the 1971 Strategic Plan were the new processes that it initiated for continuing strategic and action planning, and implementation through new concepts of corporate management and co-ordination.

Priorities for action were defined as a basis for Council's work program and internal corporate management. These led to the carrying out of specific detailed studies of local community and environmental problems, the publication and exhibition of such studies, and the evolving of specific plans, programs and projects with the active participation of local citizens and groups, the public and all relevant State authorities.

In the first nine years of the implementation of the Strategic Plan, Council has completed 30 major local environmental and community "action plans" or environmental studies with public participation. Fifteen new statutory environmental plans (IDOs) for the City Precincts are complete or under way pursuant to existing legislation. To date (April, 1979), 4 have been gazetted, 4 more are with the PEC awaiting gazettal, 4 more are in course of preparation for submission to the PEC, and public comment has been received on exhibitions of environmental studies for 3 more.

Numerous new programs for community services and facilities have been studied and implemented. More than 80 projects for streetscape improvements, full or partial street closures, and new mini parks have been designed, of which almost 40 have been completed on the ground to date.

Regular reviews in 1974 and 1977 have taken account of :

- * changes in economic conditions;
- * changes in community attitudes;
- * changes in State and Federal Governments, and changes in their policies, plans, projects, priorities and legislation affecting the City;
- * several hundred submissions from government authorities, citizen groups, organisations and the public stating views on Council's previous strategies and actions, and making proposals for future strategies, objectives, policies and priorities for action.
- * the results of new surveys and research, and the lessons of experience acquired over the preceeding three years; and
- * Council's financial and human resources.

In 1974, and 1977, the detailed review work by Council consultants and staff was guided and directed by a Council Strategic Plan Review Committee with co-opted State Government representatives (Under Secretaries of Transport, and of Local Government, and Chairman of the SPA/PEC). The Chairman, City Planning Committee, has served as Chairman of that Committee.

The regular review and updating of a strategic plan which encompasses major City community, environmental and financial issues, has helped Council to respond to major changes in external conditions in a co-ordinated and sensitive way.

A measure of the value of the City Council's three yearly cycle of strategic planning and implementation, is that the principles on which it is based are increasingly being recommended and emulated by other public authorities. For example, the Bains Report (1978) to the Minister for Local Government, on Local Authority Management in New South Wales, singles out the Sydney City Council's three year strategic planning cycle for particular commendation and recommends that similar procedures should be adopted throughout Local Government (paras. 2.15, 6.4, 6.5, 7.3).

Professor Peter Wilenski, Commissioner, Review of New South Wales Government Administration, in his November, 1977 Report to the Premier, states that "one of the most important roles of any administration is to analyse the needs and problems of the community it serves, develop options and policies to respond to those problems and needs and then allocate resources (money, time, people) to policies chosen by the elected government in accordance with the government's values and priorities. Yet it is in this area of policy development and analysis and priority-setting that the structures of the administration supporting Ministers in New South Wales are often weakest. While there is a strong emphasis in many departments and authorities on technical competence and getting the job done, there has not always been the same concern with thinking deeply about what the job itself should be."

That last phrase of Professor Wilenski's aptly expresses the spirit of the Council's strategic plan review process.

Integration of Council's planning processes and the proposed State planning legislation.

Some key characteristics of long established City Council procedures and techniques are now being proposed as State-wide standard practice in the State Government's new draft Environmental Planning and Assessment Bill, 1979. Part III of the Bill proposes procedures and techniques for the preparation of legally recognized (statutory) "environmental planning instruments", which is the new name given to what previously have been called Statutory Planning Schemes and Ordinances, Interim Development Orders, and Varying Schemes.

Clause 5 of the Bill defines its objectives. As well as the objectives concerned with the physical environment, community services and facilities, the Bill is intended "to encourage increased opportunity for public involvement and participation in environmental planning and assessment."

With respect to the exhibition and publication of environmental studies and draft plans for the purpose of soliciting public involvement and participation, the Bill would make standard practice what the City Council has in fact been doing for nine years with environmental studies and draft local environmental plans throughout the City.

Clause 25 of the Bill would require that every "environmental planning instrument shall state the aims, objectives, policies and strategies" it is designed to achieve. When this was first done, in 1971 by the City Council, it was regarded as a radical innovation. It has been standard Council practice ever since but has never previously been permitted in statutory documents.

Clause 26 would provide that an environmental planning instrument may make provisions for "controlling the demolition of buildings." This has been advocated by the City Council's strategic plan since 1971. Policies to guide the use of this and other proposed new legislative provisions would be a matter for consideration in the forthcoming review of Council's Strategic plan.

Clause 57 of the Bill proposes to require a study of environmental problems and opportunities to be prepared and exhibited for public comment as the essential first step in the preparation of a statutory environmental plan. This has been City Council standard procedure since the 1971 Strategic Plan. It has been implemented in all of Council's local planning for action to improve the environment and community facilities of Precincts throughout the City.

Clause 73 stipulates that "Councils shall keep their local environment plans under regular and periodic review." This the Council has done since 1971. The Council's 1980 Strategic Plan review will be in accord with this principle.

Only minor modifications of format and procedure are necessary to bring the Council's Strategic Plan for 1980 - 83 and subsequent local action plans into harmony with the new Bill.

The new Bill provides that the existing Statutory Planning Scheme, as amended to date by approximately 40 IDOs, will continue in force. The fifteen draft IDOs in preparation for local City precincts will be finalised under the previous legislative procedures. Thenceforth, any future significant amendments to those statutory instruments will be prepared under a full set of new procedures proposed by the Bill, although simpler and faster procedures are proposed for minor amendments and elaborations of existing development controls.

The Bill proposes that any future major statutory amendments be processed in a larger number of stages than heretofore, of which the first major stage is :

- * preparation and exhibition by the Council of an "environmental study" of the relevant area, and invitation of public comment on the study and on the "aims, objectives, policies and strategies" which should be adopted in the proposed future statutory plan or statutory amendment.

Subsequent stages include consideration of public comment, preparation of a first draft statutory plan or amendment, submission to the Department for approval of fitness for public exhibition, public comment, public hearing, Departmental report and final decision by the Minister. It appears that these procedures for future statutory planning amendments will take more years to complete than has been normally the case in the past.

To co-ordinate and expedite these procedures for local plans throughout the City, it will be necessary for Council at all times to have available for reference and public exhibition :

- (a) an updated overall environmental study of the City as a whole; and
- (b) an updated set of "aims, objectives, policies and strategies" for the City as a whole.

It is the purpose of the Strategic Plan to provide these in City-wide terms. They will then serve as the basis and preface of detailed local environmental studies for local City areas, and of draft statements of objectives and policies for draft local plans and amendments to development controls in accord with the proposed new procedures of the current draft legislation.

Issues necessitating review for Council's Strategic Plan 1980 - 83.

Since the last review in 1976 - 77, a number of issues have arisen which present problems and opportunities to be investigated as part of the forthcoming review. A number of these are discussed in the Annexures to the 1977 - 80 Plan, which have been circulated for the information of Aldermen.

I would like to refer to one of these important issues in particular:

The next major stages in greening the City, regenerating residential life, reducing costs and improving productivity, await decisions and action to get through-traffic out of local City streets and precincts.

About half the traffic entering the City has no destination within the City. It is metropolitan through-traffic which is forced into local city streets to get through and past the City. This through-traffic includes about 100,000 cars a day trying to bypass the Central Business District. Through traffic volumes are growing, while traffic with a destination in the CBD has been declining.

This growing volume of through traffic disrupts residents, shoppers, workers, businesses and organisations throughout the City's precincts. It prevents the creating of quiet, traffic free residential precincts, and of convenient precincts for productive work. It adds to the costs of living by impeding the flow of people and goods.

No proper bypass routes exist. There is not a single continuous limited-access road through the City from one boundary to another. The Department of Main Roads does not even own or maintain any continuous significant road through the City from one boundary to another. All local streets which have been pressed into service as metropolitan arterials, are owned and maintained by City ratepayers. Congestion on them is suffered by City residents and workers, shoppers and students.

The major source of air and noise pollution in the City is the congestion caused by this through traffic, which forces all vehicles to stop and start continually, and move in low gears. To reduce air and noise pollution, through traffic must be put onto separate limited-access bypass routes when it can move continuously - as it cannot do on any existing City street.

As and when through traffic is properly diverted, Council will be able to implement more and more of its established policies and action plans for the "greening" of the City.

There was a plan for expressways. The Council's policy adopted as part of the Strategic Plan 1974 - 77, was that the then proposed expressways were too wide, and the full network too big: smaller scale but continuous limited-access bypass roads could and should be provided more quickly at less cost and with less land resumption. Council's strategic and action plans proposed specific routes and sketch designs for such reduced-size north-south bypasses on the east and west sides of the City.

In February, 1977, Cabinet announced its decision to abandon nearly all of the previously planned system. The announcement stated that the road to the north west through Pyrmont, and the road to the south and east through East Sydney "were still under consideration by the Cabinet Sub-committee. It is hoped firm recommendations will be reached in the very near future on these." The State Urban Transport Advisory Committee has been reviewing transport corridors for several years now, and a report with recommendations is expected shortly.

The review work on the Strategic Plan will equip Council with the information it needs on this and other matters to represent the interests of people who work and live in the City.

Other important issues for review include :

- * whether there has in fact been a decline in the workforce throughout the City over recent years, and if so, the consequences of this for policy and action in a number of fields; in this respect, workforce data from the 1976 Census is scheduled for release this year;
- * the continuing increase in rate-exempt land ownership within the City, and the effects of this and other influences on the rate base, and on residential and commercial ratepayers;
- * ways and means of accelerating the "greening" of the City;
- * methods of further stimulating the residential regeneration of the City, with particular emphasis on the initiatives first taken by Council two years ago when the recycling of older buildings for residential purposes was made an important part of the 1977 - 80 Plan.

Procedures for the review.

It will again be desirable, as in 1970/71, 73/74 and 76/77, for Council to consider:

- * appointing a Strategic Plan Review Committee to supervise the work of the review;
- * inviting the Ministers for Local Government, Planning and Environment, and Transport, to nominate representatives for co-option onto the Review Committee;
- * inviting public authorities to submit their views and other relevant data for the review;
- * inviting, by public notices in the press, any member of the public, or any organisation to submit views or other information to Council on the subject of the review; and
- * authorising expenditure to supplement the resources of Council's administration to carry out the review.

Due to the comprehensive nature of the investigations and work necessary for the review, it is considered necessary as in previous years, to supplement the resources of Council's administration with specialist advice and to also authorise expenditure for the engagement of other supplementary design and technical assistance in such matters as the collation and analysis of statistics and the preparation of charts, graphs, plans and photographs, and the design and printing of the study publication, where the need for such supporting services would otherwise overload Council's own staff.

The additional special adviser would have suitable qualifications in city planning, and extensive experience including a proven record of achievement in the preparation of urban strategic and action plans, and local government policy analysis and formulation; and a thorough knowledge of the City's environmental and community problems and needs spanning the functions of all Council's Departments.

A person with these qualifications, the consultant project director of each of Council's Strategic Plans to date, Mr. G. Clarke, is available to advise Council. He has recently returned to professional practice in Australia having completed a period overseas as consultant to the World Bank. It is considered that Mr. G. Clarke, would be the best qualified person to augment Council's administration in the review of the Strategic Plan.

In the context of supplementing the Council administration's resources for the review a brief for the task is attached. The brief identifies a completion date of the review document in draft form as the 31st May, 1980 with the objective of submitting the draft to Council in June for publication in July, 1980, which is earlier than was possible with previous reviews.

In view of the comprehensive nature of this 1979/80 Strategic Plan review, particularly in view of the desirability of including the environmental and community studies proposed to be required under the draft planning legislation now before Parliament, the work of this review will be more extensive than in 1976/77. The costs of supplementary assistance in the review (including publication and exhibition costs) was \$88476 three years ago which, adjusted for inflation by the Consumer Price Index, is equivalent to \$120,000 today. However, notwithstanding that the work will this time be greater, it is intended that a lesser proportion of work will require outside assistance. It is therefore proposed to reduce the operational budget in real terms by 27%.

It is considered that an operational budget of \$87,500 will be necessary to cover the costs of supplementing the resources of Council's administration and other supplementary design and technical assistance necessary to complete the review in a form suitable for submission to Council in June, and publication in July, 1980. Of this, \$32,000 is required during 1979.

RECOMMENDATIONS:

It is recommended that :

1. The preparation of the Strategic Plan for the period 1980 - 83 commence forthwith and be completed in draft final form by 31st May, 1980 for submission to Council for consideration in June, and publication in July, 1980, in accordance with the attached Brief and Programme;

2. A Strategic Plan Review Committee of Council be appointed to oversee the work of the review;
3. The Minister for Local Government, the Minister for Planning and Environment, and the Minister for Transport each be invited to nominate, as on previous occasions, a personal representative to attend meetings of Council's Strategic Plan Review Committee and to participate in its work;
4. All Federal and State Government Ministers and public authorities be invited by letter from the Town Clerk to submit views other relevant information and data on matters related to the review;
5. Members of the Public and organisations of residents, ratepayers and/or other citizens, be invited by notices in the Sydney Morning Herald, The Daily Telegraph, The Australian, Sydney Shout and Sydney Town Anchor, to submit views or other information to Council on the subject of the review;
6. In accordance with the attached Brief and Programme, the expenditure of up to a maximum of \$32,000 during 1979 and \$55,500 during 1980, be approved as an operational budget to supplement the resources of Council's administration by the engagement of additional planning assistance and other supplementary design and technical assistance in preparing the Review for submission to Council and to prepare and finalise the publication of the study; and
7. Approval be given to the temporary appointment of Mr. G. Clarke, as Special Adviser in accordance with the attached Brief and Programme.

Alderman Andrew Briger, A.M.
Chairman,
City Planning Committee.

See attached Brief and Programme

BRIEF AND PROGRAMME FOR REVIEW AND UPDATING OF
COUNCIL'S STRATEGIC PLAN FOR THE PERIOD 1980 - 83

1. THE STUDY OBJECTIVE

- A. To examine and review major environmental and community problems and opportunities throughout the City of Sydney in fields covered by previous and current strategic and action plans, in the light of :
- i. changing economic conditions, with particular reference to lower levels and changing City and Regional patterns and characteristics of employment and population growth and distribution;
 - ii. changing technologies of office work and increases in the costs of energy, and their impacts on City employment, the use of floor space and transport and traffic;
 - iii. changing Government policies, plans, projects, priorities and legislation affecting the City;
 - iv. changing community attitudes to questions affecting the environment and community services;
 - v. achievements and shortcomings in the implementation by Council and other authorities of their objectives and action programmes affecting the City; the implications for the City of recent studies, surveys and reports by others; and current action plans and studies by the Council; and
 - vi. the financial and human resources of the Council;
- to the degree necessary to produce an environmental and community study of the City of Sydney covering matters within the duties, powers and responsibilities of the Council.
- B. To produce a recommended draft Statement of Objectives, Policies and Priorities for Action for the Council for the period 1980 - 83, for submission to and consideration by Council in a form suitable for publication and exhibition for public discussion and comment.

2. THE STUDY AREA

The study area is the whole of the City of Sydney and all Precincts and Districts within the City, together with relevant relationships between the City, other parts of Sydney Region, the State of New South Wales and areas beyond.

3. THE STUDY

The study format and contents will comprise:

A. Environmental and Community Study

- i. Powers and responsibilities of Government Authorities and the Council affecting the City environment and community, and techniques for area-based co-ordination: problems and opportunities.
- ii. The City in the Region and the State : trends, problems and opportunities in :
 - (a) distribution of population
 - (b) distribution of employment and economic activity
 - (c) regional planning for land use, development, transport, traffic and parking;
 - (d) community facilities, institutions and services.
- iii. The City's internal structure of Districts and Precincts, development densities, transport systems, through and local traffic routes, parking facilities and open spaces: problems and opportunities.
- iv. Sources of finance for improvements in the City's environment and community services; City Council, State and Federal Government rates and taxes: trends, problems and opportunities.
- v. A summary of environmental problems and opportunities including but not limited to the following :
 - (a) the next major stages of the "greening" of the City, regenerating residential life, reducing community costs and improving community productivity, which would be made possible by action to get through traffic out of local City streets and precincts;
 - (b) ways and means of reducing the environmental impact and air and noise pollution of through traffic in local City streets, including the channeling of through traffic onto continuous bypass arterial roads, the preservation of some streets for the sole use of light/local traffic or pedestrians, improvements in public transport and/or other changes and innovations;
 - (c) the implications of City and Regional trends and changes in employment, economic activities and energy costs for transport and traffic planning, and for the control of densities and floor space ratios;
 - (d) the co-ordination and integration of Council's individual detailed studies, local Action Plans and development control policies and codes, with the policies and plans of Government authorities, with particular reference to existing and proposed legislation and statutory instruments;

- (e) maintaining and, if possible, increasing the availability of finance for projects to improve the City environment and community facilities and services, without increasing the existing burden of rates and taxes on the City community; and
- (f) the selection of longer term objectives, medium term policies and short term priorities for action to improve the City's environment and community facilities and services.

B. Draft Statement of Objectives, Policies and Priorities for Action.

The format for this Statement is to be similar to those adopted by Council in previous Strategic Plans and will be in accord with proposed legislation requiring Councils to make such statements following public exhibition and comment on environmental studies.

The statement is to identify the suggested responsibility for the implementation of specific policies and the taking of particular actions.

The statement is to be accompanied by an overall City Structure Diagram (or series of diagrams) illustrating the co-ordination and integration of separate policies, local plans and projects to produce in the longer term, an overall arrangement or Districts and Precincts, development densities, transport systems, through traffic bypass routes, parking facilities, pedestrian walkways and open spaces.

An attempt is also to be made to include a draft outline of one to three year work programmes for action by Council to implement the Statement, accompanied if possible by a list of projects for consideration for inclusion in Council's future estimates of revenue and expenditure and loan programmes.

4. PROGRAMME

The study is to be completed by 31st May, 1980, and submitted to full Council in June, in a form capable of publication in July, 1980. The Study programme therefore covers the period June, 1979, to July, 1980.

The programme is as follows :

1979

- June:
- Study commences
 - Strategic Plan Review Committee appointed
 - Specialist Adviser appointed
 - Ministers for Local Government, for Planning and Environment, and for Transport invited to nominate representatives to participate in the Study.
 - Submissions requested from government authorities members of the public and non-government organisations including resident action groups, BOMA, NRMA and any other bodies wishing to make submissions, with closing date set at 31st August.

- The views of individual Aldermen to be sought.
 - Submissions requested from each Council Department. Liaison commences to co-ordinate action and strategic plan programmes.
 - Detailed studies for Section A of the study commence.
- July:
- Sections A1 and A2 of the study to be completed in draft form.
 - Submissions from Aldermen and Council Departments to be studied.
 - Consultations with government and other bodies to proceed, and study of submissions to commence.
- August
- Sections A3 and A4 of the study to be completed in draft form.
 - Continuing consultations and analysis of submissions, with closing date for submissions 31st August.
- September:
- Summary report on submissions to be prepared.
 - Sections A1 to A4 of the study to be completed in draft form.
 - Review Committee considers submissions and draft of Sections A1 to A4 of the study.
- October:
- Section A5 of study to be prepared in draft form.
- November:
- Review Committee considers drafts of Section A1 to A4 of the study.
- December:
- Revision and redrafting of Sections A1 to A5 of the study.
- 1980
- January:
- Preparation of Section B of the study to commence.
- February:
- Review Committee considers final draft of Section A of study and first draft of Section B.
 - Section A of study completed ready for submission to Council.
 - Revision and redrafting of Section B of study
- March:
- Revision and redrafting of Section B of study.
- April:
- Review Committee considers second draft of Section B of study.
- May :
- Review Committee considers final draft of Section B of study, for completion by 31st May.
- June:
- Submission to Council.
- July:
- Publication of the study for public information discussion and participation.

5. RESPONSIBILITY

The preparation of the study shall be guided and supervised on behalf of Council by the Strategic Plan Review Committee. The detailed work of the study shall be carried out by Council's administration directed and co-ordinated by the Town Clerk with the assistance of the Specialist Adviser.

The Specialist Adviser shall be responsible to the Town Clerk. He will carry out consultations and studies and will advise on the detailed design and execution of the study, and will act as required to collate synthesise, edit and finalise the study for submission to the Review Committee in accordance with this Brief and Programme.

On matters within their particular scope of operation, Council Departments shall contribute information, data, plans, illustrations, reports and proposals for particular sections of the study as requested by the Town Clerk.

6. OPERATIONAL BUDGET

The study shall be completed in accordance with this Brief and Programme within a maximum operational budget of \$87,500 for the costs of supplementing the resources of Council's administration over the 13 month period from 1st July, 1979, to 31st July, 1980, which shall include \$38,000 to cover the costs of professional services by the Special Adviser, \$26,500 for other technical and design assistance and \$23,000 for the costs of typesetting, platemaking, paper, printing and binding, of the publication of the study for public information and discussion.

Of the total budget, \$32,000 is allocated for expenditures during 1979, and the remainder in 1980.

Town Clerk
8th June, 1979

**CALCULATION OF OPERATION BUDGET FOR 1979/80
REVIEW OF THE STRATEGIC PLAN FOR THE PERIOD
1980 - 83.**

The operational budget for the 1979/80 review and updating of the Strategic Plan has been calculated as set out herein.

The budget has been calculated in 3 parts:

1. Temporary Special Adviser
2. Other temporary design and technical personnel and services
3. Typesetting, platemaking, paper, printing and binding of study publication.

1. Temporary Special Adviser

The adviser is required on a temporary basis to carry out the tasks as specified in the Brief and Programme, under the direction of the Town clerk, and in collaboration with Council Departments. The adviser is required to work "in house" with the planning team, and it is estimated that Council will require him to spend between 230 and 240 man days working full time for Council to fulfill the work programme.

Because of the high level of qualifications, skill and experience required, the cost is based on the equivalent cost to Council of an officer with an annual salary of \$33,000.

The cost per day actually worked of an officer on that salary is calculated as :

Annual Salary plus 6% estimated Employer's superannuation contributions:

divided by :

219 normal working days per annum after deducting a total of 41 week days for annual leave, public holidays and sick leave.

or $33,000 \times 1.06$
divided by 219

which equals

\$160 per day actually worked.

An operational budget of \$38,000 will therefore provide 237.5 man days at \$160 per day, which is within the estimated need for 230 - 240 man days. This time is to be worked over a period of 13 months, with a slack period in late December, and January when it is difficult to schedule inter-governmental consultations, and a peaking of demand for the special adviser's time in October - November 1979 and March to May, 1980.

2. Other temporary design and technical personnel and services.

This is estimated in three parts:

- (a) engagement of freelance or temporary draftsmen or technicians as may prove necessary to ensure that the resources of the City Planning and City Engineers Departments are not overloaded: estimated at \$6,000;
- (b) The costs of enlargements, reductions, maps, plans, documents, photographs, reports, publications, data or data processing required as a necessary part of the review estimated at \$7,000;
- (c) engagement of professional graphic designer and support staff of graphic artists to design, mock-up lay-out, paste up and complete all pages of the study report ready to be photographed for plate making. Such designer will also design and complete special artwork for graphs, maps, plans, and other special elements of the publication and will supervise and co-ordinate printing and publication processes: estimate based on an 84 page publication similar in style to the 1974 and 1977 strategic plan publications: \$13,500

3. Costs of typesetting, platemaking, paper, printing and binding of study publication.

On the basis of estimates of cost of an 84 page study publication similar in style to the 1974 and 1977 publications, this is estimated at :

Typesetting:	\$4,500
Platemaking, paper printing and binding:	\$18,500
Total:	\$23,000

These estimates are based on the continuance of the current Commonwealth Book Bounty.

SUMMARY:

- 1. Specialist Adviser
237.5 man days at \$160 \$38,000
- 2. Technical and design services
 - (a) Temporary draftsmen and technicians 6,000
 - (b) costs of reproductions photographs, documents, data, data processing 7,000
 - (c) graphic design, final artwork and supervision of printing and publication 13,500

Sub Total

\$ 26,500

3. Typesetting, Plate
making, paper,
printing and binding

(a) Typesetting \$4,500

(b) remainder of
printing process \$18,500

Sub Total

23,000

Total

\$87,500

APPENDIX I

ACTUAL COSTS PER DAY WORKED OF PERSON ON ANNUAL SALARY LEVEL \$33,000

1. Apparent cost per week day:

Annual Salary divided by 260 week days

$$= \$33,000 \div 260$$

$$= \$126.92 \text{ or } \underline{\$127 \text{ per day}}$$

2. Actual cost per day worked:

Annual salary plus 6% (a minimal cost to employers of superannuation contributions and other fringe benefits) divided by :

219 working days per annum (excluding 20 week days annual leave, 11 week days public and special holidays, and 10 week days sick leave)

$$= \$33,000 \times 1.06$$

219

$$= \$34,980$$

219

$$+ \$159.73 \text{ or}$$

$$\underline{\underline{\$160 \text{ per day worked}}}$$

The difference (\$160 - 127) or \$33, represents a normal 26% overhead or loading properly payable when temporary, seconded or consultant staff are used by an employer.

When consultants work in their own offices, additional loadings are properly charged to cover additional overheads such as :

office rent, costs of equipment, secretarial and support staff, payroll tax, stationery and materials, transport, telephone and so on. These normally amount to an additional 100% or more on top of base salary per week day throughout the year. This takes the multiplier to 2.26 times base salary, which gives the actual cost of the staff person to the consultant firm, before profit. A margin for profit in the order of 10% is normally necessary, and this brings the total normal multiplier from 2.26 to 2.5 times base salary.

Thus a consultant whose salary is \$33,000 per annum or \$127 per week day base salary, is charged for at \$127 x 2.5, or \$317.50 per day, or \$45 per hour actually worked.