

Meeting Date: Tuesday 14 August 2018
Location: Council Chambers, Level 1A, 1 Pope Street, Ryde
Time: 6.45pm

NOTICE OF BUSINESS

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1 CONFIRMATION OF MINUTES - Finance and Governance Committee Meeting held on 12 June 2018

Report prepared by: Senior Coordinator - Civic Support
File No.: CLM/18/1/5/2 - BP18/652

REPORT SUMMARY

In accordance with Council's Code of Meeting Practice, a motion or discussion with respect to such minutes shall not be in order except with regard to their accuracy as a true record of the proceedings.

RECOMMENDATION:

That the Minutes of the Finance and Governance Committee 4/18, held on 12 June 2018, be confirmed.

ATTACHMENTS

- 1 MINUTES - Finance and Governance Committee Meeting - 12 June 2018

ITEM 1 (continued)

ATTACHMENT 1

**Finance and Governance Committee
MINUTES OF MEETING NO. 4/18**

Meeting Date: Tuesday 12 June 2018
Location: Council Chambers, Level 1A, 1 Pope Street, Ryde
Time: 6.45pm

Councillors Present: Councillors Pedersen (Chairperson), Clifton, Gordon, Moujalli, Purcell and Zhou.

Apologies: Councillors Brown, Kim and Lane.

Note: In the absence of Councillor Kim, the Deputy Chairperson – Councillor Pedersen chaired the meeting.

Staff Present: General Manager, Director – Customer and Community Services, Acting Director – Corporate and Organisational Support Services, Director – City Planning and Development, Acting Director – City Works and Infrastructure, General Counsel, Manager – Traffic, Transport and Development and Senior Coordinator – Governance.

DISCLOSURES OF INTEREST

There were no disclosures of interest.

**1 CONFIRMATION OF MINUTES - Finance and Governance Committee
Meeting held on 8 May 2018**

RECOMMENDATION: (Moved by Councillors Purcell and Gordon)

That the Minutes of the Finance and Governance Committee 3/18, held on 8 May 2018, be confirmed.

Record of Voting:

For the Motion: Unanimous

Note: This matter will be dealt with at the Council Meeting to be held on **26 JUNE 2018** in accordance with the Finance and Governance Committee Terms of Reference in Council's Code of Meeting Practice.

ITEM 1 (continued)

ATTACHMENT 1

2 ITEMS PUT WITHOUT DEBATE

RESOLUTION: (Moved by Councillors Purcell and Zhou)

That the Committee determine all Items on the Agenda.

Record of Voting:

For the Motion: Unanimous

**3 LOCAL GOVERNMENT REMUNERATION TRIBUNAL DETERMINATION -
Councillors and Mayoral Fees for 2018/2019**

RECOMMENDATION: (Moved by Councillors Purcell and Gordon)

That Council adopt the following increases to Councillor and Mayoral fees effective from 1 July 2018:

- (a) 2.5% increase to Councillor fees from \$24,550 to \$25,160 per annum.
- (b) 2.5% increase to Mayoral fees from \$65,230 to \$66,860 per annum; in addition to the Councillor fees.

Record of Voting:

For the Motion: Unanimous

Note: This matter will be dealt with at the Council Meeting to be held on **26 JUNE 2018** in accordance with the Finance and Governance Committee Terms of Reference in Council's Code of Meeting Practice and Councillor **KIM** requested that the matter be referred to the next Council Meeting.

4 REPORTS DUE TO COUNCIL

RECOMMENDATION: (Moved by Councillors Purcell and Gordon)

That the report on Outstanding Council Reports be endorsed.

Record of Voting:

For the Motion: Unanimous

Note: This matter will be dealt with at the Council Meeting to be held on **26 JUNE 2018** in accordance with the Finance and Governance Committee Terms of Reference in Council's Code of Meeting Practice.

ITEM 1 (continued)

ATTACHMENT 1

CLOSED SESSION

ITEM 5 – REQUEST FOR TENDER - COR-RFT - 16/17 - PROVISION OF PLAYGROUND EQUIPMENT MAINTENANCE SERVICES

Confidential

This item is classified CONFIDENTIAL under Section 10A(2) of the Local Government Act, 1993, which permits the meeting to be closed to the public for business relating to the following: (d) (i) commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

ITEM 6 - ADVICE ON COURT ACTIONS

Confidential

This item is classified CONFIDENTIAL under Section 10A(2) of the Local Government Act, 1993, which permits the meeting to be closed to the public for business relating to the following: (g) advice concerning litigation, or advice as comprises a discussion of this matter, that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

RESOLUTION: (Moved by Councillors Purcell and Gordon)

That the Committee resolve into Closed Session to consider the above matters.

Record of Voting:

For the Motion: Unanimous

Note: The Committee closed the meeting at 7.16pm. The public and media left the chamber.

5 REQUEST FOR TENDER - COR-RFT - 16/17 - PROVISION OF PLAYGROUND EQUIPMENT MAINTENANCE SERVICES

RECOMMENDATION: (Moved by Councillors Purcell and Gordon)

- (a) That Council accepts the schedule of rates tender from Kico Playground Inspection Services for “The Provision of Playground Equipment Maintenance Services”.
- (b) That Council delegate to the General Manager the authority to enter into a contract with Kico Playground Inspection Services on the terms contained within the tender and for minor amendments to be made to the contract documents that are not of a material nature.

ITEM 1 (continued)

ATTACHMENT 1

(c) That Council advise the respondent of Council's decision.

Record of Voting:

For the Motion: Unanimous

Note: This matter will be dealt with at the Council Meeting to be held on **26 JUNE 2018** in accordance with the Finance and Governance Committee Terms of Reference in Council's Code of Meeting Practice.

6 ADVICE ON COURT ACTIONS

RECOMMENDATION: (Moved by Councillors Clifton and Gordon)

That the report of the General Counsel be received.

Record of Voting:

For the Motion: Unanimous

Note: This matter will be dealt with at the Council Meeting to be held on **26 JUNE 2018** in accordance with the Finance and Governance Committee Terms of Reference in Council's Code of Meeting Practice.

OPEN SESSION

RESOLUTION: (Moved by Councillors Purcell and Gordon)

That the Committee resolve itself into open Council.

Record of Voting:

For the Motion: Unanimous

Note: Open Council resumed at 7.25pm.

The meeting closed at 7.25pm.

CONFIRMED THIS 14TH DAY OF AUGUST 2018.

Chairperson

2 ITEMS PUT WITHOUT DEBATE

Report prepared by: Senior Coordinator - Civic Support
File No.: CLM/18/1/5/2 - BP18/653

REPORT SUMMARY

In accordance with Council's Code of Meeting Practice, the Committee can determine those matters on the Agenda that can be adopted without the need for any discussion.

RECOMMENDATION:

That the Committee determine the Items on the Agenda that will be adopted without any debate.

OR

That the Committee determine all Items on the Agenda.

3 REVIEW OF COUNCIL'S RESOURCING STRATEGY & RESOURCE PLANS

Report prepared by: Chief Financial Officer

File No.: CSG/17/1/6 - BP18/785

REPORT SUMMARY

Council staff recently reviewed the Resourcing Strategy and Resource Plans that supports the delivery of Council's Community Strategic Plan.

The focus of the review was to build on the initial improvements made in 2017 to the Resourcing Strategy and supporting Plans, and to ensure they were:

1. Consistent with Office of Local Government (OLG) Guidelines and demonstrated Local Government 'Best Practice';
2. Current and reflected the latest data, including realistic growth projections;
3. Complete and served as a robust resource response to Council's adopted Community Strategic Plan; and
4. Sustainable from a financial, workforce, technological and asset management perspective.

In all, there were five (5) key documents that were the subject of the review:

- a. Resourcing Strategy
- b. Strategic Asset Management Plan and associated Sub Plans
- c. Workforce Plan
- d. Information and Communication Technology Plan
- e. Long Term Financial Plan

Major outcomes from the review include:

- Council remains sustainable over the long term (key performance indicators are tracking well) but must commit to ongoing prudent and judicious decision making;
- Asset Management maturity is improving but still has some way to go;
- The Special Rate Variation that took effect from 1 July 2015 is greatly assisting with Council's infrastructure asset renewal needs; and
- The costs associated with growth are significant and require strategic management

A short high level presentation by the Chief Financial Officer will be provided at the Finance and Government Committee Meeting of 14 August 2018. A copy of the presentation is appended to this report (**ATTACHMENT 1**).

ITEM 3 (continued)**RECOMMENDATION:**

- (a) That Council endorse the revised Draft Resource Strategy, Draft Asset Management Plan, Draft Workforce Plan, Draft Information and Communication Technology Plan and Draft Long Term Financial Plan, which are attached to this report; and
- (b) That the Chief Financial Officer presents a short presentation on the review of Council's Resourcing Strategy and associated Resource Plans.

ATTACHMENTS

- 1 Presentation to Councillors - August 2018
- 2 Draft Resourcing Strategy
- 3 Draft Strategic Asset Management Plan
- 4 Draft Information and Communications Technology Plan
- 5 Draft Long Term Financial Plan
- 6 Workforce Management Plan 2018-2022

Report Prepared By:

Steven Kludass
Chief Financial Officer

Report Approved By:

Roy Newsome
Director - Corporate Services

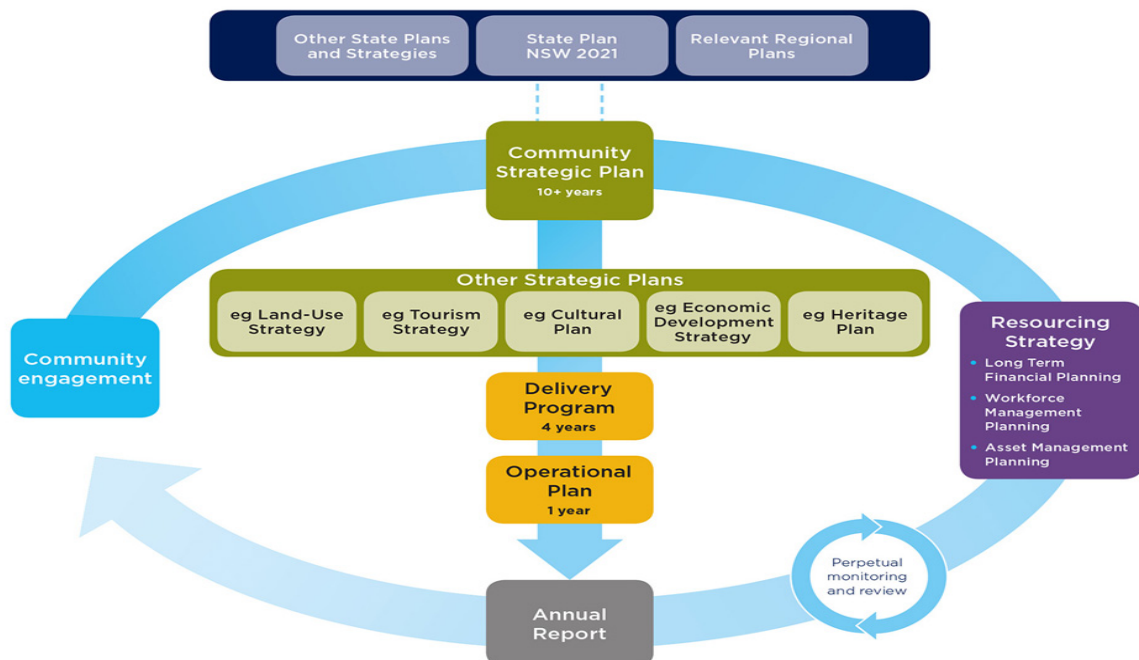
ITEM 3 (continued)

Discussion

Background

Council's suite of Integrated Planning and Reporting documents includes the Community Strategic Plan, Resource Strategy and Plans, Delivery Program and Operational Plan.

Council's Resourcing Strategy (and the Resource Plans that underpin the strategy) is the conduit that connects the Community Strategic Plan to the Delivery Program and Operational Plan (refer to diagram below):



A recent review focused wholly on the adequacy and efficacy of Council's Resource Plans.

Council's Resourcing Strategy is essentially its 'resource response' to the Community Strategic Plan. It asks the question "within the resources we have at our disposal, how will Council deliver the outcomes contained in the Community Strategic Plan?"

Resource Plans acknowledge that whilst other partners (eg State Agencies, the development industry etc) have important roles to play in delivering outcomes, they are ostensibly restricted to the financial, people, asset and technology resources Council has available to advance the Community Strategic Plan.

ITEM 3 (continued)

The Review

Periodic reviews of Council's integrated planning and reporting documents are vital as they provide a strategic insight into Council's resource ability and capacity to deliver the outcomes contained in the Community Strategic Plan.

The focus of this review centered around the following:

- Integrated Planning and Reporting – 'Towards Best Practice';
- Ensuring future growth was adequately reflected in all Resource Plans;
- Ensuring Resource Plans contained the latest data and information; and
- Assessing Council's progress towards being financially sustainable.

Findings from the Review

The major findings from the independent review are as follows:

1. Council is on a journey towards best practice
2. Future growth is sufficiently reflected in Council's Resource Plans
3. Asset Management maturity is developing with further improvements required; and
4. Council continues to be financially sustainable but must commit to ongoing prudent and judicious decision making;.

A short presentation of the review findings will be provided by the Chief Financial Officer at the Finance and Government Committee Meeting of 18 July 2017. A copy of the presentation is appended to this report (**ATTACHMENT 1**).

The Revised Plans

1. Resourcing Strategy

Council's Resourcing Strategy (**ATTACHMENT 2**) includes a snapshot of the individual Resource Plans and provides an introduction to the 2 Scenarios that filter through each of the 4 Resource Plans (Asset Management Plan, Workforce Plan, Information and Communications Technology Plan and Long Term Financial Plan).

The Resource Strategy defines the 2 Scenarios as follows:

Scenario 1 – Base Case (historical growth as the basis for future growth)

Scenario 1 is predicated on existing services remaining largely the same over the next 10 years with a primary reliance on developer and internal reserve funded capital works, and the ongoing SRV income stream funding the renewal of existing assets.

ITEM 3 (continued)**Scenario 2 – Growth of 25,000 additional people over next 10 years**

Scenario 2 is predicated on available data indicating an additional population of 25,000 people by 2028 with a direct correlation between population growth and service provision (both capital and operating). It is modelled using the same core assumptions as the Base Case model, with the addition of:

- Population growth of 25,000 which translates to growth of approximately 10,000 new dwellings;
- Growth in rates revenue and fees and charges income to reflect the growth in dwellings and population;
- Growth in materials and contracts costs and other expenses to reflect increases in growth forecasts. An efficiency factor has been applied to the growth in materials and contracts, acknowledging the efficiency gains that accrue from growth;
- Consequential changes to depreciation to reflect depreciation of new assets, and increased asset value;
- Actual operating and maintenance spend has been increased to reflect the new required levels of maintenance;
- Employee costs have been increased to reflect additional employee retention and development costs associated with an increased workforce (61 FTE staff) based on a population increase of 25,000; and
- The inclusion of an efficiency / productivity targets in the following areas:
 - 1.0% efficiency saving for employee related costs – includes provision for staff turnover (from 2018/19)
 - 1.0% efficiency saving for materials and contracts – acknowledges that savings will transpire from growth through economies of scale (from 2019/20), and
 - 1.0% efficiency saving in ‘other expenses’ – acknowledges that savings will transpire from growth through economies of scale (from 2019/20)

Scenario 2 (Growth of 25,000 additional population) is considered the most appropriate Scenario as it best reflects how growth will likely unfold over the next 10 years. Growth will feature prominently in how and where funds are spent over the next 10 years.

A new Section 7.11 Plan will see hundreds of millions of dollars of new assets come on line from 2019/20. These assets will need to be maintained and, in some instances, require new Council funds to operate them.

ITEM 3 (continued)

Population growth of 25,000 people is significant. If the City of Ryde is to respond to that magnitude of growth it needs to do so in a measured and sustainable manner. Productivity and efficiency gains are a 'necessity' and Council must continue its pursuit of innovation and continuous improvement if it is to meet the inevitable funding challenges associated with growth.

The modelled outcomes of Scenario 2 forecast a positive result for Council and its community. All key financial indicators (except the Asset Maintenance Ratio) exceed benchmarks, existing services continue, new assets come on line and additional staff are employed to help service the needs of the growing population.

2. Asset Management Plan

The Strategic Asset Management Plan (**ATTACHMENT 3**) has been updated to include new data, information and future growth.

The recent independent review, conducted by Jeff Roorda & Associates, identified that Council's Asset Management Plans are maturing, however, further improvements are required to bring them to best practice standard. New 'best practice' Asset Management templates are now being used to assist Council with its Asset Management 'Roadmap' and asset management software (NAMS PLUS) is being used to model various asset management scenarios.

Importantly, Council's financial position in terms of its assets is improving. The Asset Renewal Ratio will continue to exceed benchmark over the next 10 years. Whilst the Asset Maintenance Ratio is below benchmark, it is more than offset by Council's investment in the renewal of existing assets. Over time, some of the funding currently directed to asset renewal needs to be reallocated towards asset maintenance to correct this anomaly.

Of critical importance is Council's Asset Backlog Ratio. Modelling indicates that this ratio meets benchmark by June 2019 and will continue to be below benchmark for the balance of the Long Term Financial Plan.

Of some concern is the projected increase in operating and maintenance expenses associated with the growth in infrastructure assets over the next 10 years. Modelling suggests that new infrastructure assets totaling approximately \$500 million over the next 10 years is sustainable but anything above this amount becomes difficult from an operating and maintenance funding perspective.

3. Workforce Plan

The Workforce Plan (**ATTACHMENT 4**) has a 4 year horizon that includes labour market commentary at a national, state and local level.

ITEM 3 (continued)

The Workforce Plan acknowledges a historical shortfall of funding in relation to learning and development which has, in part, been addressed in the 2018/19 Budget.

The Workforce Plan also acknowledges that the number of full-time equivalent (FTE) staff needs to increase in line with future growth projections. Scenario 2 highlights a need for an additional 61 FTE staff over the next 10 years. More broadly, the Workforce Plan outlines key strategies and actions that cover the following:

- Branding, recruitment, selection and retention (including a focus in the diversity of Council's workforce which will provide greater opportunities for persons with multicultural, indigenous and Torres Strait Islander backgrounds, disabilities and trainees);
- Professional development opportunities;
- Reward and Recognition programs (including Health and Wellbeing Programs);
- Succession Planning;
- Salary structure review; and
- Flexible working arrangements.

4. Information and Communication Technology Plan (ICT Plan)

The Information and Communication Technology Plan (**ATTACHMENT 5**) has a 4 year horizon and includes a roadmap that links 'current state' with 'future state' and considers the immediate and future needs of both staff and the community. This Plan focuses on 5 key priorities:

- a. Infrastructure – including a move towards cloud computing, security upgrades, disaster recovery testing, and establishing Council's role in supporting SMART cities;
- b. Applications – including application upgrades, new collaborative tools, express workflows and new audio/visual experiences;
- c. Mobility – including applications and devices to support field workers;
- d. E-Business – including new services and payments on-line; and
- e. Data and Information Management – including the promotion of open access to government information, data cleansing and auditing, and implement business intelligence systems to support executive decision making.

5. Long Term Financial Plan (LTFP)

The Long Term Financial Plan (LTFP) (**ATTACHMENT 6**) has been updated to incorporate the modelled outcomes of the 2 Scenarios. Also included in the updated LTFP is an exhaustive list of all assumptions used for financial modelling purposes and an insight into the sensitivities of key income and expenditure items within the LTFP.

ITEM 3 (continued)

Importantly, the LTFP pulls together the 3 other Resource Plans (namely, Asset Management Plans, the Workforce Plan and the Information and Communications Technology Plan) and incorporates the long term financial impacts of each of these Plans.

Financial modelling indicates that Council will continue to exceed 'Fit for the Future' benchmarks with most of Council's key performance indicators improving over the last 3-4 years.

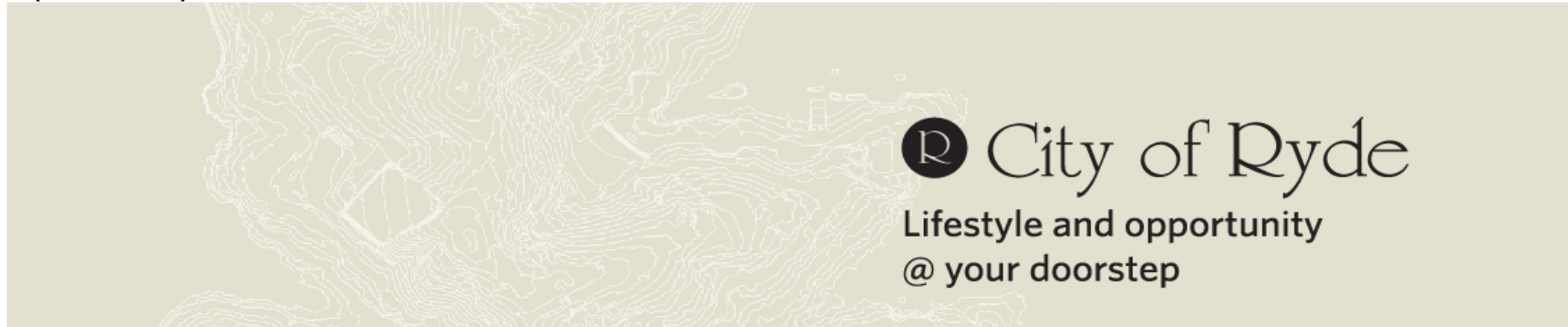
Conclusion

The recent review of Council's Resourcing Strategy and Resource Plans has presented the opportunity to advance the maturity of Council's Plans by using best practice templates and performing 'in-house' asset management and financial modelling using sophisticated software (NAMS PLUS) to assess Council's long term financial sustainability.

Importantly, the impacts of growth now feature in each of our Resource Plans and serve to demonstrate the magnitude of what Council is likely to experience (in a resource context) over the next 10 years.

As a result of this review, it is positive to note that our key performance indicators are heading in the right direction. In fact, the long term future for the City of Ryde is sustainable provided prudent financial management continues.

It should be acknowledged that the Resource Plans are dynamic documents that need to be regularly reviewed and updated to reflect the latest data and information available. Additionally, the Resource Plans have been developed with a continuous improvement philosophy in mind.



Review of Council's Resourcing Strategy and Resource Plans



Presentation to Councillors – August 2018

Introduction

- Council's Resourcing Strategy outlines its 'resource response' to the Community Strategic Plan
- The Resource Strategy is underpinned by 4 Resource Plans
 - Asset Management Plans
 - Workforce Plan
 - Information and Communications Technology Plan, and
 - Long Term Financial Plan

ITEM 3 (continued)




Our Journey

- Morrison Low review in 2017
- JRA review in 2018 (AMPs)
- Now using NAMS PLUS (modelling software)
- AMPS  NAMS PLUS  LTFP
- Our Focus - Towards Best Practice
- Good progress!

Resource Strategy

- Key Challenges (from new CSP)
- Scenarios Tested:
 1. **Base Case** (historical growth informing future growth)
 2. **Growth Case** (extra 25,000 people over 10 years)
- Sensitivity Analysis
- Modelled Outcomes

Asset Management Plan

- AMP and Sub Plans updated to include new data, information, growth and the 2 Scenarios - all modelled in NAMS PLUS
- Scenario 2 (Growth Case) - Key Performance Outcomes:
 - Asset Renewal Ratio  (continues to exceed benchmark)
 - Asset Maintenance Ratio  (below benchmark)
 - Asset Backlog  (exceeds benchmark from 2019)
- Asset renewal funding between classes of assets needs some attention (eg Roads over-funded, Buildings and RALC under-funded)
- Quantum of new assets (\$660m) impacts significantly on required operating and maintenance funds over next 10 years

ITEM 3 (continued)

AMPs - FINANCIAL IMPLICATIONS

AMP	NEED				BUDGET			
	O&M	R	N	TOTAL	O&M	R	N	TOTAL
Roads	72.4	105.8	270.3	448.5	63.3	150.6	270.3	484.2
Buildings	164.6	42	237.0	443.6	84.0	2.0	237.0	323.0
Library & Cultural	33.2	3.1	59.5	95.8	18.0	8.5	59.5	86.0
Parks & Reserves	89.8	26.0	72.8	188.6	77.6	37.0	72.8	187.4
RALC	17.9	8.9	0	26.8	17.9	4.9	0	22.8
Stormwater	1.8	18	20.4	40.2	1.8	36.0	20.4	58.2
TOTAL	379.7	203.8	660.0	1,243.5	262.6	239.0	660.0	1,161.6

ITEM 3 (continued)

Workforce Plan

- Considers national, state, local labour market issues with updated data sets
- Refined focus on Learning and Development
- Additional 61 FTE staff in Scenario 2 (Growth Case)
- Strategies cover:
 - Recruitment, selection and retention
 - Professional development opportunities
 - Reward and recognition programs (incl Health /Wellbeing)
 - Succession Planning
 - Flexible working arrangements

ITEM 3 (continued)

ICT Plan

- Includes roadmap linking ‘current state’ with ‘future state’
- Considers the needs of both staff and the community
- Priorities include:
 - Applications (upgrades, collaboration, audio/visual, workflows)
 - Infrastructure (cloud based, security, disaster recovery, SMART city)
 - e-business (payments/certs on-line & other customer requests on-line)
 - Mobility (systems and devices for field and other remote workers)
 - Data & Information Management (data retention/release, Business Intelligence Solutions)

Long Term Financial Plan

- 2 Scenarios modelled and tested – Base Case + Growth Case
- Pulls together the resources required from AMP / WFP / ICTP
- Outlines income and expenditure assumptions
- Both Scenarios are modelled to produce financial statements:
 - Operating Statement (income and expenditure)
 - Balance Sheet (assets, liabilities and equity)
 - Cashflow Statement (cash inflows and outflows)
- Sensitivity Analysis applied to modelling
- Key performance measures (FFTF benchmarks) – **ON TRACK!**

Conclusion

- Resourcing Strategy and Resource Plans now includes the full resource impacts of growth over the next 10 years
- Key performance indicators are trending in the right direction
- Acknowledge that the Resource Plans are dynamic documents that need to be regularly reviewed and updated
- An ongoing commitment to continuous improvement and financial discipline will go a long way to achieving the outcomes of our community, as reflected in the CSP

ITEM 3 (continued)



City of Ryde

Draft Resourcing Strategy 2018

ITEM 3 (continued)

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ITEM 3 (continued)

1. Introduction

In response to the community aspirations identified in the Community Strategic Plan, Ryde 2028, Council is required to put in place plans to advance those aspirations with the resources it has at its disposal. Council has prepared what is called a 'Resourcing Strategy' which considers the assets, people, technology and financial resources necessary to deliver Ryde 2028.

This Resourcing Strategy highlights any major resource challenges with achieving Council's share of actions and proposes solutions to those challenges. Importantly, this strategy also outlines any scenarios and key assumptions considered in developing the Resource Plans. This Resource Strategy is supported by four component plans; the Asset Management Plan (including Sub Plans), Workforce Plan, Information and Communications Technology (ICT) Plan and Long Term Financial Plan. Below is a brief description of each Resource Plan:

The Asset Management Plan

This Plan (an associated Sub Plans) cover all Council's assets including roads, drainage, footpaths, buildings, amenities, sports fields, etc. It includes plans for existing and new assets. Options for expected levels of service are considered when developing the Asset Management Plans with long term (10 year) projections of asset maintenance, asset operating costs, asset renewals and the costs associated with new capital works.

The Workforce Plan

This Plan enables Council to strategically consider its current and future workforce needs to help support the outcomes as outlined in Ryde 2028 and provide a framework for dealing with immediate and forecast challenges in a deliberate, but yet pragmatic manner. The Workforce Plan is a 4 year plan.

The Long Term Financial Plan

This Plan facilitates Council's decision making processes as it relates to resource allocation and is influenced by community needs and expectations, as well as external factors such as growth and other environmental influences. In essence, the long term financial plan takes the information contained within the Asset Management Plan, the Workforce Plan and the Information and Communication Technology Plan, together with our existing and forecast service demands, filters it through 2 Scenarios and conducts Sensitivity Analysis such that outcomes are prudently considered in the context of long term financial sustainability. The Plan also includes Council's projected financial health over the next 10 years aligned to the local government 'Fit for the Future' indicators.

ITEM 3 (continued)**Information Communications and Technology Plan**

This ICT Plan is a 4 year plan and has been developed using the input of Council's leadership team, an appreciation of what our staff and customers want, and an understanding of what technological offerings are being pursued both within and outside the local government sector. In essence, this Plan has been constructed with 3 very different, but equally important, audiences in mind – staff, the community and the local government sector.

ITEM 3 (continued)

2. Our City

The City of Ryde has a rich history with the traditional Indigenous owners of the land being the Wallumedegal clan of the Dharug people.

Our City is located in Sydney's north-western suburbs, 12 kilometres from the Sydney CBD. Set in scenic surrounds between the Parramatta and Lane Cover River, we are connected to other parts of metropolitan Sydney via major road systems, rail, bus and ferry services and bounded by neighbouring councils.

The City of Ryde neighbours Hornsby Shire and the Ku-ring-gai council area in the north, Willoughby City, the Lane Cove River and the Hunters Hill Municipality in the east and Parramatta City in the west. Our city includes 16 suburbs; Chatswood West (part), Denistone, Denistone East, Denistone West, East Ryde, Eastwood (part), Gladesville (part), Macquarie Park, Marsfield, Meadowbank, Melrose Park (part), North Ryde, Putney, Ryde, Tennyson Point and West Ryde.

The current population of the City of Ryde is estimated to be approximately 125,000 which represents an increase of 17,000 on the 2011 census numbers. Our population is forecast to grow by a further 25,000 to 150,000 people by 2028 and 40,000 to 165,000 people by 2036.

The City of Ryde encompasses an area of about 40 square kilometres, including waterways and parklands. Within this sits the Macquarie Park Corridor, our specialist centre Macquarie Park, four town centres and 29 neighbourhood centres, Macquarie University, Ryde and Meadowbank Colleges of TAFE, which enrol 13,000 students each year, over 33,000 businesses, five public libraries, 24 primary schools, five high schools and five hospitals.

Global, national and metropolitan trends and issues present both opportunities and challenges in the way that communities, such as the City of Ryde, are planned and supported. The City of Ryde is an integrated and integral major centre of Sydney and faces the same challenges as detailed in The Department of Planning and Environment's 'A Plan For Growing Sydney.' Our City is part of an ever changing dynamic global market, and our economic development, particularly the Macquarie Park Corridor, contributes significantly to New South Wales' Global Economic Corridor.

ITEM 3 (continued)

3. The Key Challenges

The City of Ryde identified the following challenges in its LGA over the next 10 years in its Community Strategic Plan:

- To meet the increasing pressure and needs of a growing population and changing demographics, while maintaining the prosperity, uniqueness and liveability of our City.
- To continually meet the community's expectations in providing appropriately targeted support services, well maintained and targeted recreational and cultural facilities and services, and accessible public domain areas, to ensure that we are responding to our changing community's needs and demographics.
- To offer a range of affordable and varied accommodation options, through strategic forecasting and planning, that meets the changing needs and demands of our growing and diverse community while maintaining the character of our many suburbs.
- To plan for sufficient land and infrastructure for business. As Sydney's transport systems and road networks are placed under increasing pressure we need to accommodate this growth and encourage people to live closer to their place of employment.
- To plan and design a growing and liveable city though considered urban renewal and land use, while protecting and enhancing our natural assets and keeping abreast of demand for passive and active recreation opportunities from our community and visitors.
- To collaborate with all our partners to address the predicted long term effects of climate change such as higher frequencies of extreme weather patterns, bushfires, storm surge and flood inundation.
- To reinvigorate Macquarie Park, address its traffic management issues and utilise all the opportunities that a close association between a university and business park bring, so that it remains competitive and nationally significant.

Also, in 2015, Council was successful in securing a 7% Special Rate Increase per annum over 4 years to assist in funding Council's ageing network of infrastructure assets. From 2018/19 onwards, Council will be raising in excess of \$12 million per annum for infrastructure asset renewal purposes.

ITEM 3 (continued)

4. Scenarios Tested

As part of its Resource Strategy, Council explored 2 Scenario options.

1. Scenario One - Base Case

This scenario is predicated on existing services remaining largely the same over the next 10 years with a primary reliance on developer and internal reserve funded capital works, and the ongoing SRV income stream funding the renewal of existing assets.

2. Scenario Two - Growth Case (25,000 additional population)

This Scenario is predicated on available data indicating an additional population of 25,000 by 2028 with a direct correlation between population growth and service provision (both capital and operating).

It is modelled using the same core assumptions as the Base Case model, with the addition of:

- Population growth of 25,000 which translates to growth of approximately 10,000 new dwellings
- Growth in rates revenue and fees and charges income to reflect the growth in dwellings and population
- Growth in materials and contracts costs and other expenses to reflect increases in growth forecasts.
- Consequential changes to depreciation to reflect depreciation on new assets, and increased asset value
- Actual maintenance spend has been increased to reflect the new required levels of maintenance.
- Employee costs have been increased to reflect additional employee retention and development costs (to match industry benchmarks) and costs associated with an increased workforce (61 FTE staff).
- The Growth Case also includes projected efficiencies targeting the following areas:
 - 1.0% efficiency saving for employee related costs (including savings emanating from staff turnover)
 - 1.0% efficiency saving for materials and contracts (acknowledging savings associated with economies of scale) , and
 - 1.0% efficiency saving in 'other expenses' (acknowledging savings associated with economies of scale)

ITEM 3 (continued)

5. Modelled Outcomes

In applying the 2 Scenarios, the following modelled outcomes are evident:

- The forecast Operating Surplus is improved under Scenario 2 (Growth Case) largely because of the 1% productivity saving (in relation to employee costs, materials and contracts costs, and other expenses) and rates growth income factored into this Scenario.
- Key asset management indicators fare better under Scenario 1 (Base Case) than Scenario 2 (Growth Case).
 - The Asset Backlog Ratio is better than benchmark (lower than 2%) in both Scenarios by 2019.
 - The Asset Renewal Ratio is better than benchmark (greater than 100%) in both Scenarios in all year's 2018-2028.
 - The Asset Maintenance Ratio is better than benchmark (greater than 100%) for Scenario 1 (Base Case) and lower than benchmark for Scenario 2 (Growth Case)
- The \$660 million of new capital assets added in Scenario 2 (Growth Case) has a significant impact on the ongoing operating and maintenance costs associated with these new assets. Some of these new capital works (assets) will need to be reviewed and may need to be deferred beyond 2028
- Real operating expenditure per capita is higher under Scenario 2 due to increases in costs associated with growth. However, the benchmark is met as the real operating expenditure per capita continues to decline between the year's 2018 and 2028.
- Rates revenue in Scenario 2 (Growth Case) is approximately \$17.5m higher than in the Scenario 1 (Base Case) in the year 2028. This reflects the cumulative increase in revenue from growth in the rating base.
- While sufficient money is anticipated to be spent on renewals to clear Council's infrastructure backlog in both Scenarios by 2019 and maintain an Asset Renewal Ratio that exceeds 100%, there is an opportunity to reallocate asset renewal funds between different 'asset classes' (such as Roads, Buildings, Libraries, Parks etc) to ensure all asset classes exceed their respective renewal ratio targets of 100%.
- There is also an opportunity for excess Asset Renewal funds to be reallocated towards Asset Maintenance in both Scenarios.

ITEM 3 (continued)

6. Sensitivity Analysis

One the major variables is the estimated population growth as this has a direct flow impact to rates income and operating expenses and therefore the overall performance of Council. For every 5,000 estimated population the accumulated surplus changes by \$9m and a subsequent change in the Operating Performance Ratio of 0.9%.

The sensitivities and potential impact as outlined below relate to the financial projections contained in this Resourcing Strategy (Scenario 2 – Growth Case).

Rates revenue

Each 1% change in ordinary rates and annual charges revenue will result in a \$880,000 change in total rates revenue in 2018/19 and \$1.27m in 2027/28.

Other revenues - fees and charges, income on investment, operating grants

A 1% change in annual revenue for all these income streams represents \$425,000 in 2018/19 and \$722,000 in 2027/28.

Operating expenditure increases for key expenses such as employee costs and materials and contracts

A 1% change in employee costs and other operating expenditure (materials and contracts) represents \$1.02m in 2018/19 and \$1.48m in 2027/28.

Changes to the revenue or expenditure assumptions have a material impact on the projections in the Resourcing Strategy however Council believes the assumptions used are robust. A regular review of the Resourcing Strategy will ensure that Council is able to react and plan for any changes in costs and revenues over the term of this strategy.

ITEM 3 (continued)

7. The Recommended Scenario

Scenario 2 (Growth Case) is considered the most appropriate Scenario as it best reflects what Council sees unfolding over the next 10 years. Growth will feature prominently in how and where funds are spent over the next 10 years. A new Section 7.11 Plan will see hundreds of millions of dollars of new assets come on line from 2019/20. Many of these assets will need to be maintained and, in some instances, require Council funding to operate them (eg new library in Macquarie Park).

Population growth of 25,000 people is significant. If the City of Ryde is to respond to that magnitude of growth it needs to do so in a measured and sustainable manner. Productivity and efficiency gains are a 'necessity' and Council must continue its pursuit of innovation and continuous improvement if it is to meet the funding challenges associated with growth.

The modelled outcomes of Scenario 2 yield the most probable result for Council and its community. Key financial indicators are met, existing services continue, new assets come on line and additional staff are employed to help service the needs of the growing population.

ITEM 3 (continued)

8. Conclusion

In order to put the community's plan into action, Council has developed strategies and plans to deliver the best possible outcomes, value for money, staff and technology to implement and contribute to the achievement of the Community Strategic Plan.

Council is committed to delivering the best services to its community and uses the Community Strategic Plan as its primary guiding document. This Resourcing Strategy is Council's response to the Community Strategic Plan with the resources it has at its disposal today and those resources it expects to have over the next 10 years, on the back of significant growth.

This Resource Strategy is underpinned by 4 primary resource plans, namely

1. Workforce Plan
2. Asset Management Plan
3. Information and Communications Technology Plan, and
4. Long Term Financial Plan

Together, these Plans lay the foundation for Council's resource response to 'Ryde 2028', Council's Community Strategic Plan.

As with any strategy, this Resource Strategy will be periodically reviewed to ensure it remains current and relevant. Most importantly, it needs to be aligned to the community's aspirations, as outlined in the Community Strategic Plan and refined over time.

ITEM 3 (continued)



STRATEGIC Asset Management Plan

Version 1 July 2018

 City of Ryde
Lifestyle and opportunity
@ your doorstep

ITEM 3 (continued)

ATTACHMENT 3

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Document Control		SAMP Template IIMM Sec 4.2.3 Format			
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4	June '18	Update Financial Data	MA (CoR)		
5	July '18	Updated Improvement Plan Timeline, General Edits	MA (CoR)		

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EXECUTIVE SUMMARY

At present, Council manages over 150 services and is responsible for \$1.5 billion worth of assets with an annual budget of more than \$160 million.

These assets include land, buildings, infrastructure (roads, bridges, footpaths, and drainage systems), parks, sporting & recreational facilities, and associated operating assets that provide services essential to our community's quality of life.

The Strategic Asset Management Plan

This Strategic Asset Management Plan (SAMP) forms part of Council's 'Resourcing Strategy' suite of documents and enables us to show how:

- Our asset portfolio will meet the service delivery needs of its community into the future,
- Our asset management policies are to be achieved, and
- The asset management system will integrate with the *Ryde 2028 Community Strategic Plan (CSP)*.

The SAMP is prepared following a review of the Council's service delivery practices, financial sustainability indicators, asset management maturity and fit with Council's vision for the future outlined in the CSP.

The CSP ties in with Council's Four Year Delivery Plan and One Year Operational Plan. The Four Year Delivery Plan provides a four year outlook of what will be done to achieve the vision and outcomes in the CSP while the One Year Operational Plan maps the actions and projects Council plans to deliver over the financial year including the resources needed to deliver them and the annual capital works program.

The SAMP outlines an asset management improvement plan detailing a program of tasks to be completed and resources required to bring Council to a minimum 'core' level of asset maturity and competence.

The plan summarises activities and expenditure projections from six (6) asset management sub-plans to achieve the asset management objectives.

Strategic issues

Over the coming decade to 2028, it is predicted that the City of Ryde will undergo significant change.

If the forecasts are correct, we can expect 25,000 more people to be living in our city by 2028 and 40,000 more by the year 2036.

The future will be hotter, the economy will be larger, more people will be working and studying here, and we can expect up to a third more cars on our already busy roads.

Current situation

Our aim is to continually improve maturity for asset management activities where the benefits exceed the costs. Improvement tasks with costs and target dates have been identified and documented in the Improvement Plan.

This SAMP is based on a low to medium level of confidence information. Successful implementation of the Improvement Plan will increase confidence over time.

Financial projections are predicated on existing services remaining largely the same over the next 10 years whilst catering for the predicted increase in population.

The City of Ryde was successful in receiving a Special Rate Variation of 7% per annum over 4 years, commencing 1 July 2015, and is being applied to ensure the condition of our infrastructure assets are in keeping with the community's expectations.

Financial implications

The projected operating outlays necessary to provide the services covered by this SAMP are based on best available data and information.

Based on this data and information, the projected operations and maintenance of existing and new assets over the 10 year planning period is estimated at \$379.7M or \$37.9M on average per year.

The projected required capital outlays including renewal and upgrade of existing assets and acquisition of new assets over the 10 year planning period is estimated at \$863.8M or \$86.3M on average per year.

The combined outlays over the next 10 years are estimated at \$1,243.5M or \$124.3M on average per year.

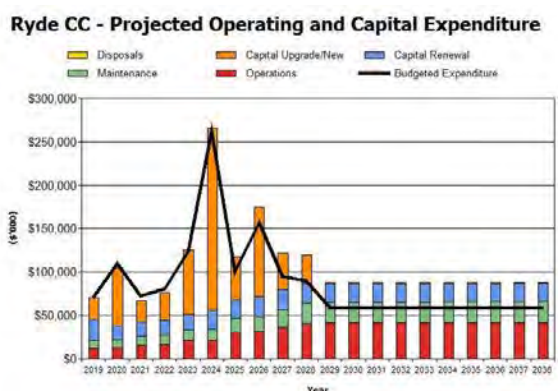
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The estimated available funding for this period is \$1,161.6M or \$116.1M on average per year as per the long term financial plan. This is 93% of the cost to sustain the current levels of service at the lowest lifecycle cost.

The reality is that only what is funded in the long term financial plan can be provided. The emphasis of this SAMP is to communicate the consequences that this will have on the service provided and risks, so that decision making is "informed".

The allocated funding leaves a shortfall of \$8.2M on average per year of the projected expenditure required to provide services in the AM Plan compared with planned expenditure currently included in the Long Term Financial Plan. This is shown in the figure below.

**IMPORTANT NOTE:**

It is important to note that Council's allocated funding is derived from its 10 year long term financial plan (2018 - 2028). There is no funding plan beyond 2028. This is why year's 2029 to 2038 appear to be under-funded.

The \$8.2M annual funding shortfall is not a major concern given the fact that the Long Term Financial Plan includes unallocated operating surpluses over the next 10 years that could be put towards this shortfall. Similarly, a decision to defer some of the proposed \$660M Section 7.11 works beyond the current 10 year timeframe will have a major impact on the required maintenance and operating costs over the next 10 years.

It is also important to note that the 3 key asset management ratios are forecast to exceed benchmarks over the next 10 years. Council's Backlog Ratio is predicted to achieve its target of 'less than 2%' by 2019, while the Infrastructure Asset Renewal Ratio will continue to comfortably exceed its target of 100%.

The Asset Maintenance Ratio is currently slightly under its target of 100% but with a redistribution of funding from asset renewal to asset maintenance, the ratio should comfortably exceed 100% in the future without a significant detrimental impact on the Infrastructure Asset Renewal Ratio.

The City of Ryde was successful in receiving a Special Rate Variation of 7% per annum over 4 years, commencing 1 July 2015, and is being applied to ensure the condition of our infrastructure is in keeping with the community's expectations.

Opportunities

Given the forecast operating surpluses, the City of Ryde is well positioned to maintain current service levels for the next 10 years.

Risks

There are risks associated with providing the service and not being able to complete all identified initiatives and projects. We have identified major risks as:

- Fragmented data and systems
- Low confidence decision support
- Resourcing of ongoing in-service monitoring and evaluation

We will endeavour to manage these risks within available funding by:

- Prioritising and allocating resources to critical assets
- Implementing priority actions from the Improvement Plan

Asset management approach

The key outcomes from the SAMP include:

- An Improvement Plan to manage risk, reduce lifecycle cost and achieve target service levels.
- Enabling data and system improvements.
- Governance and business process improvement via a Knowledge Management Strategy.
- The alignment of best practice asset management with the IP&R Resourcing Strategy.

ITEM 3 (continued)

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The next steps

Implementation of the SAMP will include the following improvement activities:

- Regular reporting of service and asset performance against set targets.
- Implement an Integrated Asset Management System as part of an enterprise software solution.
- Implement a workforce plan to support enhanced levels of asset capital and maintenance planning, reporting and general strategic asset management.

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1. INTRODUCTION

The Strategic Asset Management Plan (SAMP) “includes documented information that specifies how organisational objectives are to be converted into asset management objectives, the approach for developing asset management plans and the role of the asset management system in supporting achievement of the asset management objectives”¹.

This SAMP is an integral part of our planning framework. This includes the organisational (Community) Strategic Plan, asset management (AM) policy, AM strategy/SAMP, AM plans for individual portfolios and operational plans and work programs. There is a clear alignment from the organisational vision and objectives, AM policy, AM objectives, AM plans, operational plans, work programs through to performance measures as shown in Figure 1.



Figure 1: Asset Management Planning Framework

Source, IIMM Fig 4.2.2, p 4|22.

The SAMP underpins a business process vital to the achievement of the strategic objectives, much in the same way as a financial strategy.

1.1 Scope of Asset Management System

1.1.1 Asset Management System

The AM system is “the set of inter-acting elements of an organisation to establish AM policies and objectives, and processes to achieve those objectives”².

The AM system is applied to the delivery of the AM objectives and services from the following six (6) asset portfolios:

1. Buildings
2. Libraries & Cultural
3. Parks, Sporting & Recreational Facilities
4. Road Infrastructure
5. Ryde Aquatic Leisure Centre
6. Stormwater

The AM system scope is determined after consideration of:

- AM objectives
- External and internal issues relevant to the purpose of the organisation
- Stakeholder requirements
- Interaction/linkages with other management systems
- Criteria for AM decision making.³

¹ IPWEA, 2015, IIMM, Sec 4.2.3, p 4|28.

² IPWEA, 2015, IIMM, Sec 2.1.1, p 2|3.

ITEM 3 (continued)

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1.2 Purpose and Structure of Asset Management System

The AM system is to assist the organisation achieve its AM objectives. It includes “all the functions, people, processes, information and tools that deliver AM objectives”⁴. The AM objectives are the results to be achieved from the AM system. AM objectives are guided by organisational objectives and the AM policy and drive AM practices undertaken by the organisation.⁵

The AM system structure includes

- AM Policy
- AM Plans for the asset portfolios detailed in Sec 1.1
- Integration of AM processes, activities and data with other organisational functions including service delivery, quality, accounting, risk management, safety, and human resources
- Reporting of AM objectives and resources to achieve the objectives in annual budgets
- Reporting of AM objectives achievements in annual reports.

1.3 The Planning Framework

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005 and are required to be working within the Integrated Planning and Reporting framework as shown below.



Figure 2: NSW Local Government Integrated Planning and Reporting Framework

³ IPWEA, 2015, IIMM, Sec 2.1.1.1, p 2|3.

⁴ IPWEA, 2015, IIMM, Sec 2.1.1.1, p 2|3.

⁵ IPWEA, 2015, IIMM, Sec 2.1.3, p 2|13.

ITEM 3 (continued)

An outline of the 3 key planning elements of the framework is described below:

Community Strategic Plan

The Community Strategic Plan is the highest-level plan that a Council will prepare. The purpose of the plan is to identify the community’s main priorities and aspirations for the future and to plan strategies for achieving these goals.

Resourcing Strategy

The Community Strategic Plan provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources – time, money, assets, and people – to actually carry them out.

The Resourcing Strategy consists of four components:

- Long Term Financial Planning
- Workforce Management Planning
- Information and Communications Technology Planning, and
- Asset Management Planning

This Asset Management Strategy is a requirement of the Asset Management Planning component.

Delivery Program and Operational Plan

This is the point where the community’s strategic goals are systematically translated into actions. These are the principal activities to be undertaken by the council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy.

The SAMP is an integral component of this planning framework. It is derived from our Community Strategic Plan and sets the structure for AM Plans for included asset portfolios. The AM Plans are linked to the long-term financial plan which forms the basis for development of annual budgets to deliver agreed levels of service for available resources. The annual budget sets the framework for annual work plans and division and staff performance targets.

Figure 2 shows how the AM system fits within our planning framework.

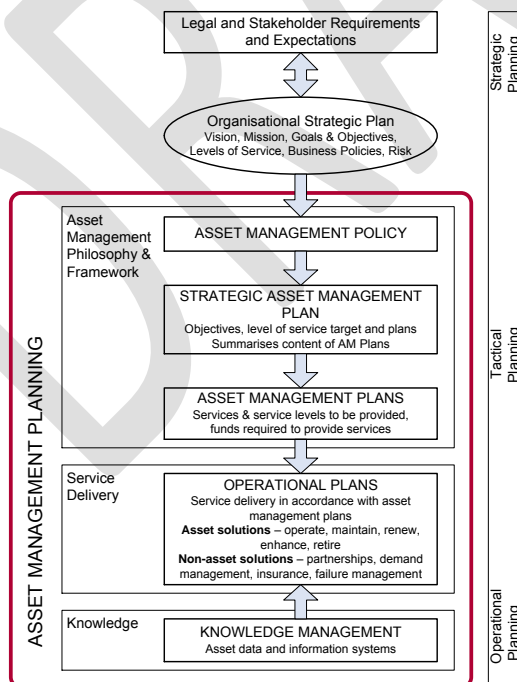


Figure 3: Strategic Asset Management fit in Planning Process

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1.4 Asset Management Objectives

The AM objectives are developed from our strategic plan and include a:

- Review of risks including the potential impacts from failure of:
 - assets, or
 - AM activities on achieving AM objectives, individually or in combination
- Review of the importance of assets related to their intended outcomes, objectives and product or service requirements
- Check on the applicability of AM objectives during the AM planning process.⁶

AM objectives are to be specific, measurable, achievable, relevant and time bound (SMART). AM objectives are developed in Section 4.

AM plans are to be formulated and documented to achieve the AM objectives. This includes documentation of decision making criteria, processes for managing the complete life cycle of assets, addressing risks and opportunities, activities to be undertaken, resources, responsibilities, timelines, performance criteria and financial implications.⁷

1.5 Responsibility for the SAMP

The Manager Civil Infrastructure & Integration is responsible for development and maintenance of the SAMP. The SAMP will be reviewed at regular intervals by top management as part of the AM System review with review outcomes reported to the Council.

1.6. Planning Timeline

The SAMP has a planning horizon of 10 years. It is based on detail in AM plans developed with a 20 year planning horizon.

The SAMP has a life of 4 years is to be reviewed and updated in line with our 4 year Delivery program cycle.

⁶ ISO 2014, ISO 55002, Sec 6.2.1, p 9

⁷ IPWEA, 2015, IIMM, Sec 4.2.3, p 4|29.

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2. STRATEGIC ORGANISATIONAL CONTEXT

This section details the most significant issues and risks and opportunities facing the organisation over the period of the plan and presents options for addressing those issues including those that cross all parts of the organisation (HR, IS, finance, etc.) as they are likely to impact on our ability to achieve our AM objectives.

2.1 Services Provided

We manage over 150 services for the residents, visitors and businesses in the City of Ryde community including:

- Roads and Catchment programs maintain infrastructure to the agreed standards.
- Waste and Recycling programs maintain a clean and sustainable City.
- Our Open Space and Sport and Recreation programs include active and healthy living initiatives.
- The Community and Cultural Program which celebrates our rich diversity.
- Land Use Planning and Economic Development programs that plan for our future and growing employment.

These services are an essential component to the liveability and economic prosperity of the community.

2.2 Our Stakeholder/Customer Expectations and Issues

We provide services to a range of stakeholders, customers and community users. These include:

- Residents
- Visitors staying in the area
- Businesses and industry within the area,
- Business and industry users and visitors passing through the area, and
- Governments and regulators.

Customer expectations are challenging the organisation to respond to changing economic conditions and preferences. These can include implementing strategies to improve economic conditions and increase attractiveness in the area while keeping costs down.

We recently sought to examine community attitudes and perceptions towards current and future services and facilities provided by Council. Overall satisfaction with the performance of Council has significantly decreased since 2013 according to the *Community Perceptions Research* study undertaken in July 2017.

When we examine the performance gap between importance and satisfaction of community priorities we find traffic flow and congestion the area of least relative satisfaction and amongst the highest importance. Other service areas ranking highly include long-term planning, community input to decision making and financial management amongst others tabled below.

Table 1: Current customer expectation challenges.

Ranking	Service/ Facility	Importance Mean	Satisfaction Mean	Performance Gap
1	Traffic flow/congestion	4.51	2.74	1.77
2	Long-term planning for the area	4.52	2.80	1.72
3	Community input to council decision-making	4.40	2.91	1.49
4	Financial management	4.37	3.05	1.32
5	Road safety	4.74	3.50	1.24
6	Maintaining local roads	4.43	3.23	1.20
	Development and building applications	3.98	2.78	1.20
8	Illegal dumping	4.43	3.30	1.13
9	Provision of council information to the community	4.35	3.25	1.10
10	Maintaining footpaths	4.38	3.30	1.08

Our challenge is to provide services expected by the community at an appropriate level that is financially sustainable.

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2.3 Strategic Challenges

2.3.1 Demographic Change

Table 1 shows the demographic change expected over the planning period. This included changes in population and changes in population characteristics such as ageing of the population, migration, or loss of younger residents to other areas.

Table 2: Demographic Change and Demand Impact

Item	Present Position	Expected Position	Demand Impact
Population	In 2016, the population of Ryde was estimated to be 120,000.	In 15-years, by 2031 the population is forecast to grow by 34% to more than 160,000.	Increasing pressure to maintain existing infrastructure and provide upgrade/new assets.
Population Characteristics	In 2016, approximately 22% of people residing in the City were children (aged under 19 years), 47% were young adults (20 to 49), 31% were older adults (50 years and over).	By 2031, the proportion of people in the 20 to 49 age group are expected to decline 3% to 34% and the proportion of people in the 50 years and over age group are expected to increase 2% to 33%.	Could reduce demand for certain facilities and increase for others.

A growing and changing population will require new workplaces and investment in transport, services, green spaces and community facilities to maintain the current standard of liveability and lifestyle that is currently offered.

2.3.2 Managing traffic flow and congestion

City of Ryde residents use their own car for approximately 70% of trips that they make. Almost 80% of people coming to the City of Ryde use their car.

Every weekday there are up to 200,000 vehicle movements on the four major state roads that traverse the City of Ryde and more than 110,000 Opal Card taps on more than 1,200 bus, train, and ferry services.

All major roads in the City are at or near capacity during peak times. Limited availability of parking can restrict access to our centres and jobs.

By 2036, the number of journeys across Greater Sydney are projected to increase by 40% (from 2016). This means that by 2031 an additional 76,000 private vehicle trips per day will be made by residents, if people's choices about how they travel do not change.

The economic, social, and environmental impacts of traffic congestion in the City of Ryde can be significant, and the evidence available indicates that they are increasing. If not managed effectively, excessive congestion can ultimately impede mobility and adversely affect the City's attractiveness as a place to live and invest.

2.3.5 Organisational Issues

Asset Management System

Knowledge exists in many corporate locations that are currently managed by various departments and executive offices. Each application that has a knowledge management component should have a system owner with an overarching governance structure that enables informed and transparent decisions.

The current system owner concept tends to follow a "best of breed" approach to enterprise applications. This has led to a fragmented approach to knowledge management and there is acknowledgement that migrating to a single enterprise software model will improve this situation.

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The development of accessible, integrated corporate knowledge across all information topics is essential to efficient evidence based decision making.

Fragmentation of systems, data and business processes remains the main barrier to efficient and effective decision support.

Asset Management and Financial Planning & Reporting Maturity

We have taken steps to improve our asset and financial management performance including assessing our asset management maturity using the IIMM Asset Management Gap Analysis Assessment tool. Our target is to achieve and maintain 'Core' maturity. Figure 3 shows the current and target assessment for the five elements of the assessment tool.

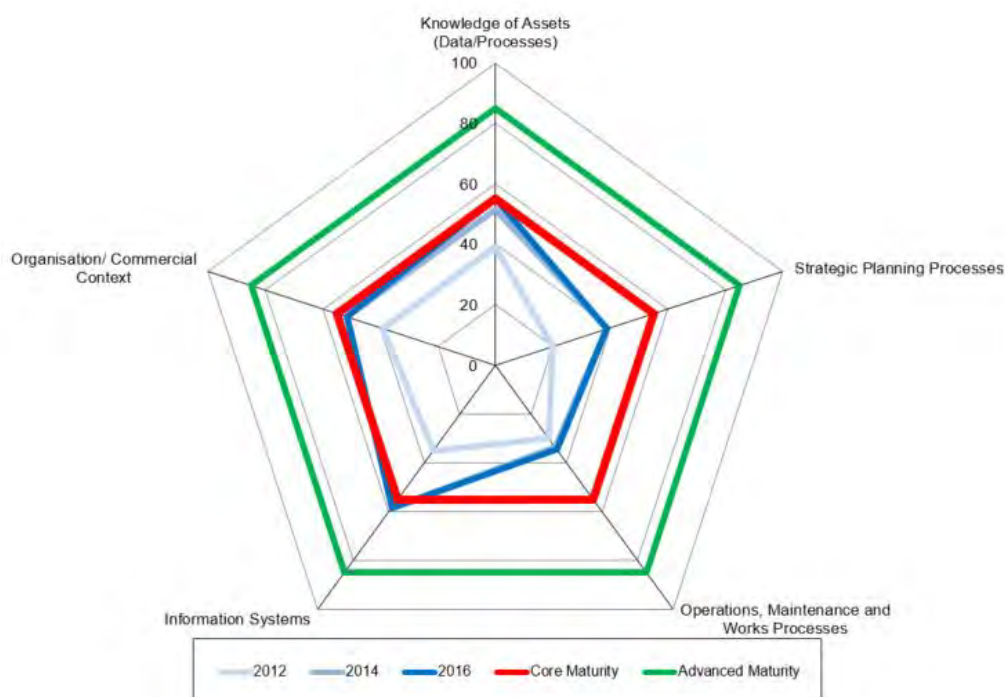


Figure 3: Maturity Assessment

Improvement in 'core' maturity is indicated by movement of the blue ◆ (current maturity) line to the red ■ ('core' maturity) and green line ▲ (desired or aspirational target maturity).

As shown in the radar chart, Council is strongest in most areas and weakest in Strategic Planning, Operations, Maintenance, and Works Processes. Council has made improvements from the past assessment completed in 2012 to 2014 across most areas.

In recent times, the focus has been dealing with the development boom and increase in contributed assets as well as applying the 2014 condition audit to works programs.

The areas of Strategic Planning Processes & Operations and aligning Maintenance & Works Processes are those requiring greatest improvement, which had been delayed due to the impacts of the amalgamation consideration.

Our Strategic Planning, Operations, Maintenance, and Works Processes are below 'core' level maturity and investment is needed to improve this position.

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2.3.6 Financial Constraints

The purpose of this strategic asset management plan is to develop the strategies to achieve the asset management objectives through balancing of asset service performance, cost, and risk.

The development of appropriate strategies needs to be undertaken in the context of limited financial resources and competing funding priorities. Council has some very significant investment decisions to make in the next 12-24 months, including the potential construction of a new central administration building and a new Performance Space at Ryde Central. Ryde's future growth brings with it additional capital, renewal, maintenance and operational costs and places extraordinary pressure on rate revenue.

2.3.7 Opportunities and Risks

We have identified opportunities relevant to the services included in this strategic asset management plan including:

- Integration of inventory, performance, and service level data

Relevant risks to the strategic asset management plan in the future are:

- Data & system fragmentation
- Low confidence decision support
- Resourcing of ongoing in-service monitoring and evaluation

Infrastructure risk management plans for these and other relevant risks are summarised with risk management activities and resource requirements incorporated in the relevant asset management plans.

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3. ASSET PORTFOLIO

3.1 Financial Status

We manage a lot of assets to provide services to our community. The assets provide the foundation for the community to carry out its everyday activities, while contributing to overall quality of life. The financial status of the Council's assets is shown in Table 5. At the end of June 2017, the total replacement value of council controlled assets is calculated at almost \$1.2 billion with a Depreciated Replacement Cost of \$912.8M and an Annual Depreciation expense of \$14.5M

Table 3: Asset Portfolio Financial Status

Asset Class/Category	Replacement Value	Depreciable Amount	Depreciated Value	Annual Depreciation
Buildings	\$122,748,000	\$121,444,000	\$52,652,000	\$1,910,000
Libraries & Cultural	\$10,055,000	\$4,490,000	\$8,259,000	\$80,000
Parks, Sporting & Recreational Facilities	\$208,195,000	\$68,703,000	\$196,765,000	\$1,768,000
Road Infrastructure	\$523,028,000	\$513,923,000	\$409,470,000	\$8,031,000
Ryde Aquatic Leisure Centre	\$56,128,000	\$53,168,000	\$42,836,000	\$889,000
Stormwater	\$266,535,000	\$266,535,000	\$202,828,000	\$1,821,000
TOTAL	\$1,186,689,000	\$1,028,263,000	\$912,810,000	\$14,499,000

Figure 5 shows the replacement value of our infrastructure assets (i.e. non-current fixed assets).

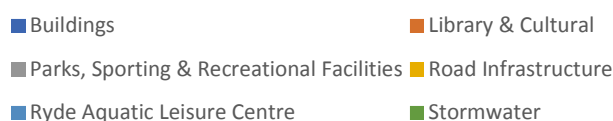


Figure 5: Asset Replacement Values by percentage

Remaining Service Potential

The asset consumption ratio of each asset category (average proportion of 'as new' condition left in assets) is shown in Figure 5A. The chart shows the depreciated replacement cost less residual value of the organisation's depreciable assets relative to their depreciable amount.

ITEM 3 (continued)

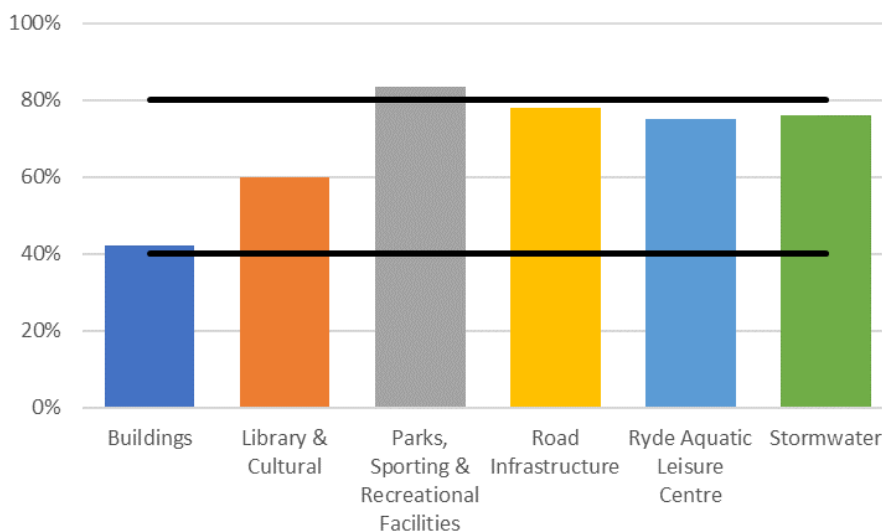


Figure 5A: Asset Consumption Ratio

The Asset Consumption Ratio seeks to highlight the aged condition of Council’s physical assets with the target ranging between 40% and 80%. The chart shows most assets have more than 60% of life remaining with Buildings accounting for 10% of total asset value is less than 50%.

The Australian Infrastructure Financial Management Guidelines inform us if a local government is responsibly maintaining and renewing / replacing its assets in accordance with a well-prepared asset management plan, then the fact that an Asset Consumption Ratio may be relatively low and/or declining should not be cause for concern – providing it is operating sustainably.

3.2 Asset register

This SAMP is based on the best available information from our infrastructure asset registers and corporate systems. Access to reliable asset information is critical to the success of good asset management in the organisation.

Investigations identified the fragmented nature of the decision support and reporting systems recommending improvement.

The International Infrastructure Management Manual promotes the use of a minimum group of data fields in a single source point for decision support as shown below.

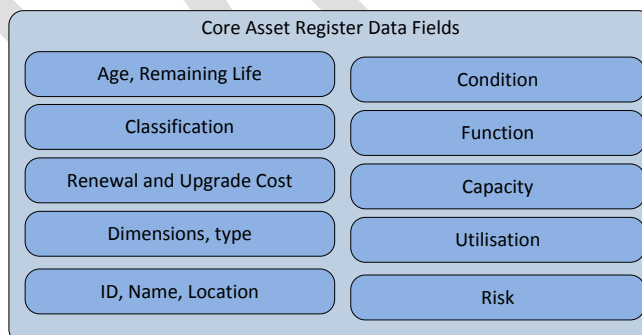


Figure 6A: Core Asset Register Attributes

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4. ASSET MANAGEMENT OBJECTIVES

The AM objectives developed in this SAMP plan, provide the essential link between the organisational objectives and the AM plan(s) that describe how those objectives are going to be achieved. The AM objectives are developed from our strategic plan and a range of requirements including corporate goals and stakeholder, regulatory and legislative requirements.

The AM objectives are aligned to the organisational objectives in the strategic plan, with the objective of establishing alignment from the organisational objectives through the AM objectives to AM initiatives, projects, and performance measures.

The AM objectives incorporate our desire to ensure that infrastructure assets are managed in an efficient and sustainable manner and asset cost is optimised over the asset's lifecycle. AM objectives transform the required outcomes (product or service) to be provided by the assets, into activities typically described in the asset management plans.

4.1 Where do we want to be?

4.1.1 Organisational Objectives

This SAMP is prepared under the direction of the Council's Community Strategic Plan, its vision, mission, outcomes and priorities.

Our vision of Ryde in 2028 is:

The place to be for lifestyle and opportunity @ your doorstep

Our mission is:

Working with our community and partners to provide strategic leadership, effective projects and quality customer service

2.1.2 Asset Management Vision

To ensure the long-term financial sustainability of the organisation, it is essential to balance expectations for services with the ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, we aspire to:

Develop and maintain asset management governance, skills, process, systems, and data in order to provide the level of service needed at present and in the future, in the most cost-effective and fit for purpose manner.

In line with the vision, the objectives of the strategic asset management plan are to:

- Ensure that our infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to our financial sustainability
- Safeguard our physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets
- Adopt the long term financial plan as the basis for all service and budget funding decisions
- Meet legislative requirements for all our operations
- Ensure resources and operational capabilities are identified and responsibility for asset management is allocated
- Ensure operational and service delivery risks are adequately managed
- Continually improve our asset, risk and financial management and service delivery performance
- Provide high level oversight of financial and asset management responsibilities through Audit Committee/CEO reporting to the Council on development and implementation of the Strategic Asset Management Plan, Asset Management, and Long Term Financial Plans.

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Strategies to achieve this position are outlined below.

4.1.2 How will we get there?

The strategic asset management plan proposes strategies to enable the organisational objectives and asset management policies to be achieved.

Table 4: Asset Management Strategies

Nº	Strategy	Desired Outcome
1	Reduce life cycle costs while managing risk by the alignment of a 4-year rolling program for capital and operating expenditure with long term financial plan revenue and expenditure projections into annual budgets.	Long term financial planning drives budget deliberations and the long-term implications of all services are considered in annual budget deliberations.
2	Report our service level, financial and risk performance against organisational objectives in the Annual Report.	Performance information is available for the Council and Community.
3	Develop and maintain a long term financial plan covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide our services.
4	Develop and annually review the strategic asset management plan covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by our customers and the required funding to optimise 'whole of life' costs.
5	Review and update the strategic asset management plan and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	We are aware of changes to service levels and costs arising from budget decisions.
6	Develop and maintain a risk register of operational and service delivery risks showing current risk levels, risk management treatments and report regularly to the Council on current high-level risks.	Risk management of operational and service delivery risks is an integral part of governance.
7	Ensure Council decisions are made from accurate and current information in the asset register, on service level performance and costs and 'whole of life' costs.	Improved decision making and greater value for money.
8	Report on our resources and operational capability to deliver the services needed by our customers in the annual report.	Services delivery is matched to available resources and operational capabilities.
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	Responsibility for asset management is defined.
10	Implement an improvement plan to realise 'core' maturity for the financial and asset management competencies within 2 years.	Improved financial and asset management capacity within the organisation.
11	Report regularly to the Council by on the development and implementation of the asset management improvement program.	Oversight of resource allocation and performance.

4.1.3 Taking a Continuous Improvement Approach

Continuous improvement should be driven through monitoring and review processes. Continuous improvement of the AM System can occur in a variety of different ways:

- At the whole 'system' level
- At the network performance level
- At the business process level

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ISO 55001 also requires evaluation of performance at different levels with Cl. 9.1 referencing the need to evaluate asset performance, AM performance and the effectiveness of the AM System.

4.1.4 Consequences if actions are not completed

There are consequences for the Council if the improvement actions are not completed. These include:

- Inability to achieve strategic and organisational objectives
- Inability to achieve financial sustainability for the organisation's operations
- Current risks to infrastructure service delivery are likely to eventuate and response actions may not be appropriately managed
- We may not be able to accommodate and/or manage changes in demand for infrastructure services.

4.2 What does it Cost?

The required outlays (operations, maintenance, renewal and upgrade/new expenditure) necessary to sustain services per asset category over the next 10 years is estimated to cost in the order of \$1,243.5M⁸.

The estimated available funding for this period is \$1,161.6M or \$116.1M on average per year as per the long term financial plan. This is 93% of the cost to sustain the current levels of service at the lowest lifecycle cost.

The 10 year expenditure forecast for each asset category is shown in Table 5 below.

Table 5: 10-Year Required Outlays to sustain services by Asset Category

Service	Operations & Maintenance (\$M)	Capital Renewal Expenditure (\$M)	Capital Upgrade/New Expenditure (\$M)	TOTAL (\$M)
Buildings	164.6	42.0	237.0	443.6
Libraries & Cultural	33.2	3.1	59.5	95.8
Parks & Reserves	89.8	26.0	72.8	188.6
Road Infrastructure	72.4	105.8	270.3	448.5
Ryde Aquatic Leisure Centre	17.9	8.9	0	26.8
Stormwater	1.8	18.0	20.4	40.2
Total	379.7	203.8	660.0	1,243.5
LTFP	262.6	239.0	660.0	1,161.6
Difference	(117.1)	35.2	0	(81.9)
	69%	117%	100%	93%

Knowing the extent and timing of any required increase in outlays and the service consequences of funding shortfalls will assist us in providing adequate services to our communities in a financially sustainable manner. This is the purpose of the AM Plans and long term financial plan.

⁸ In real terms net of inflation.

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5. ASSET MANAGEMENT PLANNING APPROACH (ACTION PLAN)

The AM planning approach provides direction for AM Plans to achieve the organisational objectives. This includes documentation of decision making criteria, processes for managing the complete life cycle of assets, addressing risks and opportunities, activities to be undertaken, resources, responsibilities, timelines, performance criteria and financial implications.

5.1 Levels of Service

We have defined service levels in two terms.

Community Levels of Service measure how the community receives the service and whether the organisation is providing community value.

Community levels of service measures used in the asset management plan are:

1. Condition/Quality *...How good and/or safe is the service?*
2. Function/fit for purpose *...Is it the right service?*
3. Capacity/Utilisation *...Do we need more or less of these assets?*

Our current and projected community levels of service for the services covered by this strategic asset management plan are shown in the AM Plans summarised in this strategic asset management plan.

Technical Levels of Service - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services such as availability, cleansing, mowing, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition (eg road patching, building and structure repairs),
- Renewal – the activities that return the service capability of an asset like that which it had originally (eg road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade/New – the activities to provide a higher level of service (eg widening a road, replacing a pipeline with a larger size) or a new service that did not exist previously (eg a new library).

Service managers plan, implement and control technical service levels to influence the customer service levels.

Together the community and technical levels of service provide detail on service performance, cost and whether service levels are likely to stay the same, get better or worse.

Our current and projected technical levels of service for the services covered by this strategic asset management plan are shown in the AM Plans summarised in this strategic asset management plan.

5.2 Demand Management

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures. Examples of non-asset solutions include providing joint services from existing infrastructure such as aquatic centres and libraries that may be in another community area or public toilets provided in commercial premises.

Opportunities identified for demand management are shown in Table 6.

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Table 6: Demand Management Opportunities

Service Impact	Demand Management Plan
Limited availability of parking can restrict access to our centres and jobs.	Raise awareness of sustainable transport options, such as walking, cycling and car-pooling amongst both staff and the community.
Increasing traffic and congestion.	Raise awareness of sustainable transport options, such as walking, cycling and car-pooling amongst both staff and the community.
Changing demographics could reduce demand for certain facilities and increase for others.	Monitor community expectations and communicate service levels and financial capacity with the community to balance priorities for infrastructure with what the community is prepared to pay for.

5.3 Infrastructure Risk Management

An assessment of risks associated with service delivery from infrastructure assets conducted for each relevant asset management plan identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock' to the organisation. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action identified in the Infrastructure Risk Management Plan(s). These risks are regularly reported to management and Council.

5.4 Operations and Maintenance Strategies

Operations activities affect service levels including quality and function, such as cleanliness, appearance, etc., through street sweeping and grass mowing frequency, intensity and spacing of street lights and cleaning frequency and opening hours of building and other facilities.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating, eg road patching but excluding rehabilitation or renewal.

Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences and service risks have been identified and service consequences highlighted in the respective AM Plan and service risks considered in the Infrastructure Risk Management Plan.

We will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Proposed operations and maintenance strategies in this SAMP are:

- Scheduling operations activities to deliver the defined level of service in the most efficient manner
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost)
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council
- Review current and required skills base and implement workforce acquisition, training and development to meet required operations and maintenance needs
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options
- Maintain a current hierarchy of critical assets and required operations and maintenance activities
- Develop and regularly review appropriate emergency response capability

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- Review management of operations and maintenance activities to ensure we are obtaining best value for resources used.

5.5 Renewal/Replacement Strategies

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

Renewal and replacement strategies proposed under this SAMP are:

We will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner
- Undertaking project scoping for all capital renewal and replacement projects to identify
 - the service delivery 'deficiency', present risk and optimum time for renewal/replacement
 - the project objectives to rectify the deficiency
 - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency
 - and evaluate the options against evaluation criteria adopted by Council, and
 - select the best option to be included in capital renewal programs
- Using *optimal* renewal methods (cost of renewal is less than replacement) wherever possible
- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting Very High and High risks and Residual risks after treatment to management and Council
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required
- Review management of capital renewal and replacement activities to ensure we are obtaining best value for resources used.

Renewal ranking criteria

Renewal ranking criteria was developed from consideration of renewal/replacement need for assets that:

- Have a high consequence of failure
- Have a high utilisation and subsequent impact on users would be greatest
- The total value represents the greatest net value to the organisation
- Have the highest average age relative to their expected lives
- Are identified in the AM Plan as key cost factors
- Have high operational or maintenance costs, and
- Where replacement with modern equivalent assets would yield material savings.

Criteria used for ranking renewal and replacement proposals are documented in the applicable AM Plans.

5.6 New and Upgrade Assets Strategies

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets (donated or gifted assets) may also be acquired at no cost to the organisation from land development or arising from government grants.

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Strategies for creation, acquisition of new assets and upgrade of existing assets proposed in this SAMP are:

We will plan capital upgrade and new projects to meet level of service objectives by:

- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- Undertake project scoping for all capital upgrade/new projects to identify
 - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset
 - the project objectives to rectify the deficiency including value management for major projects
 - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency
 - management of risks associated with alternative options
 - and evaluate the options against evaluation criteria adopted by Council, and
 - select the best option to be included in capital upgrade/new programs
- Review current and required skills base and implement staff acquisition, training and development to meet required construction and project management needs
- Review management of capital project management activities to ensure we are obtaining best value for resources used.

Proposal New/Upgrade Assets Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or customer/community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop preliminary CAPEX and OPEX estimates. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in the respective asset management plans.

5.7 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation.

Assets identified for possible decommissioning and disposal are shown in the respective asset management plans summarised in this strategic asset management plan. Presently, there are no assets earmarked for disposal.

5.8 Service Consequences and Risk

The organisation has prioritised decisions made in adopting the asset management plans summarised in this strategic asset management plan to obtain the optimum benefits from its available resources.

The asset management plans are based on balancing service performance, cost and risk to provide an agreed level of service from available resources in our long-term financial plan.

Deferred initiatives and projects, their service and risk consequences are yet to be determined and will be provided in future revisions of this Plan.

5.9 Assumptions and Confidence Levels

This section details the key assumptions made in presenting the information contained in this strategic asset management plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan and risks that these may change are shown in Table 7.

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Table 7: Key Assumptions made in Strategic Asset Management Plan and Risks of Change

Key Assumptions	Risks of Change to Assumptions
The assets will remain in the organisations ownership and control throughout the planning period.	Low
Planned and reactive maintenance is to take place in accordance with relevant guidelines/standards.	Low
Financial projections are based on historical expenditure and revenue trends and assume there will no significant change.	Medium
Regulations/standards relating to operations will remain the same over the planning period.	Medium

The expenditure and valuations projections in this strategic asset management plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management.

The estimated confidence level for and reliability of data used in this strategic asset management plan is shown in Table 8.

Table 8: Data Confidence Assessment for AM Plans summarised in Strategic AM Plan

AM Plan	Confidence Assessment	Comment
Buildings	Uncertain to Reliable	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is substantially complete but up to 25% is extrapolated data and accuracy estimated \pm 20%.
Libraries & Cultural		
Parks, Sporting & Recreational Facilities		
Road Infrastructure		
Ryde Aquatic Leisure Centre		
Stormwater		

Over all data sources, the data confidence is assessed as low to medium confidence level for data used in the preparation of this strategic asset management plan.

Actions to mitigate the adverse effects of data quality are included within Table 9 Improvement Plan.

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5.10 Improvement Plan

The asset management improvement tasks identified from an asset management maturity assessment and preparation of this strategic asset management plan are shown in Table 9.

Table 9: Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1	Data & Systems Implement an Integrated Asset Management System as part of an enterprise software solution.	Corporate (Technical & Financial)	Existing budget Staff time	Dec 2020
2	Assess the Remaining Life of all assets on a priority basis and align with up to date performance data and knowledge.	Corporate (Technical & Financial)	Existing budget Staff time	Jun 2019
3	Review and update the year of acquisition or date of last renewal and replacement cost data in the asset register on a priority (value) basis.	Corporate (Technical & Financial)	Existing budget Staff time	Ongoing
4	Adopt and implement an Infrastructure Asset Hierarchy as a basis for consistent reporting across the organisation	Corporate (Technical & Financial)	Existing budget Staff time	Jun 2019
5	Review the accuracy and currency of location and inventory related data	Corporate (Technical & Financial)	Existing budget Staff time	Jun 2019
6	Develop and maintain a unit rates table on annual basis to ensure valuations are up to date.	Corporate (Technical & Financial)	Existing budget Staff time	Jun 2019, Annually thereafter
7	Infrastructure Risk Management Assess infrastructure risks and report high residual risks to the audit committee.	Corporate (Technical & Financial)	Existing budget Staff time	Jun 2019
8	Forward Projections Ensure funding models reflect the resources required meeting the timely renewal of existing assets and those identified and implemented under the Strategic Plan.	Corporate (Technical & Financial)	Existing budget Staff time	Jun 2019
9	Develop and adopt a prioritisation framework for renewal and upgrade/new projects.	Corporate (Technical & Financial)	Existing budget Staff time	Jun 2019
10	Increase confidence and prioritise renewal and upgrade/new estimates based on risk.	Corporate (Technical & Financial)	Existing budget Staff time	Jun 2019
11	Levels of Service Develop and confirm current and desired customer/community and technical levels of service to understand and report on a sustainable service delivery model.	Corporate (Technical & Financial)	Existing budget Staff time	Jun 2019
12	State of the assets reporting to show current and 10-year target and affordable service levels for condition, function and capacity indicators.	Corporate (Technical & Financial)	Existing budget Staff time	Jun 2019
13	AM Plan Maintain an annual review of each plan incorporating an update of service level performance, financial and expenditure projections, and risk.	Corporate (Technical & Financial)	Existing budget Staff time	Annually
14	Reporting Implement a continuous improvement strategy to assess and report on the performance of controlled assets.	Corporate (Technical & Financial)	Existing budget Staff time	Ongoing

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6. FINANCIAL SUMMARY

This section contains the collective financial requirements resulting from all the information presented in the previous sections of this SAMP and subordinate AM Plans and is designed to provide a whole of organisation perspective. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

6.1 Financial Indicators and Projections

Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio indicates whether projected capital renewal and replacement expenditure are able to be financed in the long-term financial plan. It is calculated by dividing the projected capital renewal expenditure shown in the AM Plans by the estimated capital renewal budget provided in the long-term financial plan. Over the next 10 years, we are forecasting that we will have 117% of the funds required for the optimal renewal and replacement of assets.

6.2 Funding Strategy

The funding strategy to provide the services covered by this strategic asset management plan and supporting asset management plans is contained within the organisation's financial strategy and 10 year long term financial plan.

6.3 Expenditure Forecasts

Operations and Maintenance Expenditure Projections

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 7. The projected operations and maintenance of existing and new assets over the 10 year planning period is estimated at \$379.9M or \$37.9M on average per year. This forecast expenditure need has not been accommodated in the organisation's long-term financial plan. The estimated available operating funds for this period is \$262.6M or \$26.2M on average per year as per the long term financial plan.

This translates to an Asset Maintenance Ratio of 69% (target is 100%). The \$117.1M shortfall (\$11.7M per year) represents a 31% funding shortfall. However, as previously noted, Council's 10 year long term financial plan projects operating surpluses that have not yet been allocated to asset related projects between year's 5 and 10. In addition, the long term financial plan also includes \$660M worth of new capital assets coming on-line over the next 10 years (via Section 7.11). The maintenance and operating costs associated with these new capital assets is significant.

For example, if the value of new capital assets was reduced from \$660M to \$510M, there would be no operating and maintenance funding shortfall and the Asset Maintenance Ratio would be 100%.

Ryde CC - Projected Operations & Maintenance Expenditure (Strategy)

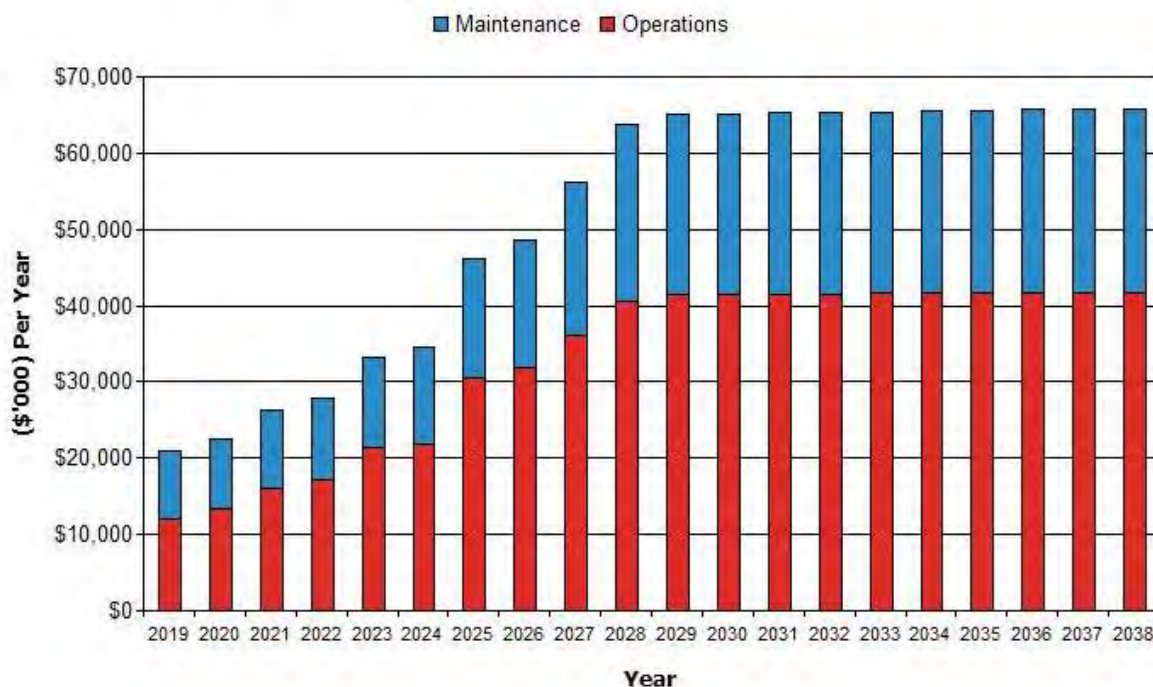


Figure 7: Operations and Maintenance Expenditure Projections

Capital Renewal Expenditure Projections

Figure 8 shows the projected future renewal and replacement expenditures are forecast to increase over time as the asset stock ages. The projected capital renewal of existing assets over the 10-year planning period is estimated at \$203.8M or \$20.3M on average per year. The estimated available renewal funding for this period is \$239M or \$23.9M on average per year as per the long term financial plan.

This means that **Council has a surplus of funds equating to \$35.2M or 3.52M per year** allocated towards the cost of asset renewal over the planning period. This surplus could be used to offset some of the funding shortfall relating to asset maintenance and related operating expenses.

Ryde CC - Projected Capital Renewal Expenditure (Strategy)

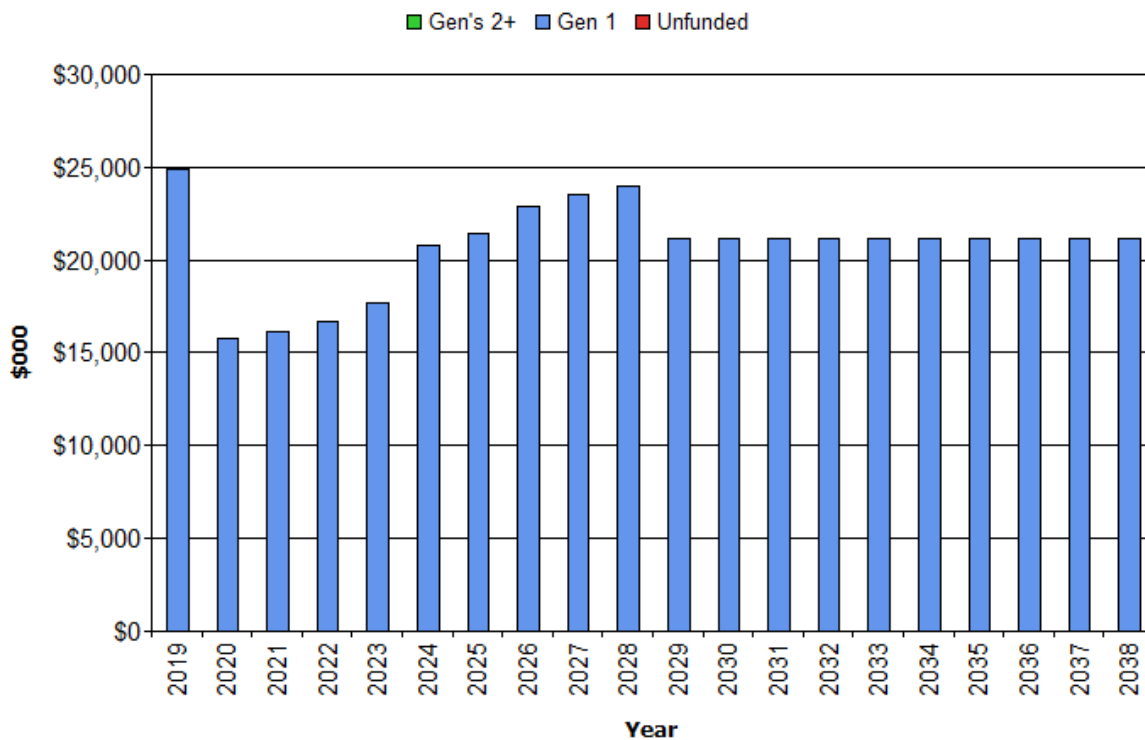


Figure 8: Capital Renewal Projected Expenditure

Where renewal projections consider asset register estimates of asset useful lives, the useful lives are documented in the relevant asset management plan(s).

Capital New/Upgrade Projections

Projected upgrade/new asset expenditures and estimated long-term financial plan outlays are summarised in Figure 9. The provision of upgrade/new assets over the 10 year planning period to meet growth and demand is estimated at \$660.0M or \$66.0M on average per year. This forecast expenditure has been fully accommodated in the organisation’s long-term financial plan.

Ryde CC - Projected Capital Upgrade/New Expenditure (Strategy)

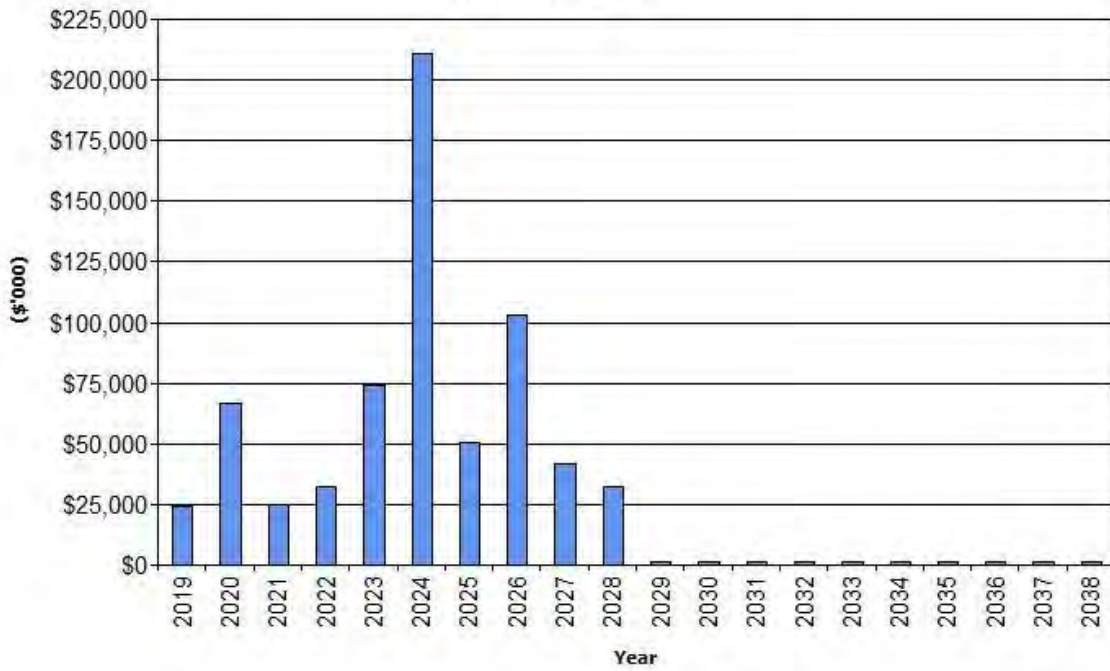


Figure 9: Capital New/Upgrade Projected Expenditure

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Expenditure Projections linked to Long-Term Financial Plan

Projected operations, maintenance, capital renewal, capital upgrade/new expenditure amounts have been accommodated in outlays shown in the long-term financial plan.

The long term financial plan highlights:

1. An overall \$81.9M funding shortfall over the next 10 years, comprising
 - a. a \$117.1M projected funding shortfall relating to operating and maintenance costs (primarily related to growth in Council's asset base)
 - b. a \$35.2M projected funding surplus relating to asset renewal and asset upgrade (new)
2. The need to defer some new works (growth in the asset base via Section 7.11 works) beyond the 10-year financial planning period to enable the long term financial plan to fund the ongoing maintenance and operating costs associated with new works (growth in the asset base via Section 7.11 works) and/or
3. The need to allocate a portion of future operating surpluses identified in the Long Term Financial Plan to the ongoing operating and maintenance costs associated with new assets (growth in the asset base via Section 7.11 works).

7. CONCLUSION

The strategic asset management plan has a life of 4 years (Council election cycle) and is due for complete revision and updating within 12-months of each Council election.

The Manager Civil Infrastructure & Integration is responsible for ongoing maintenance and review of the SAMP. Top management will review the AM System including this SAMP at planned intervals to ensure its continuing suitability, adequacy and effectiveness. A report on the AMS and SAMP review outcomes will be presented to and considered by the Council.

The effectiveness of the strategic asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this strategic asset management plan are incorporated into the organisation's long term financial plan
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures consider the 'global' works program trends provided by the summarised asset management plans
- The degree to which the existing and projected service levels and service consequences (for what we cannot do), risks and residual risks are incorporated into the organisation's Strategic Plan and associated plans
- The Asset Maintenance Ratio and the Asset Renewal Ratio achieving a target of 100%, whilst maintaining the Asset Backlog Ratio below a target of 2%.

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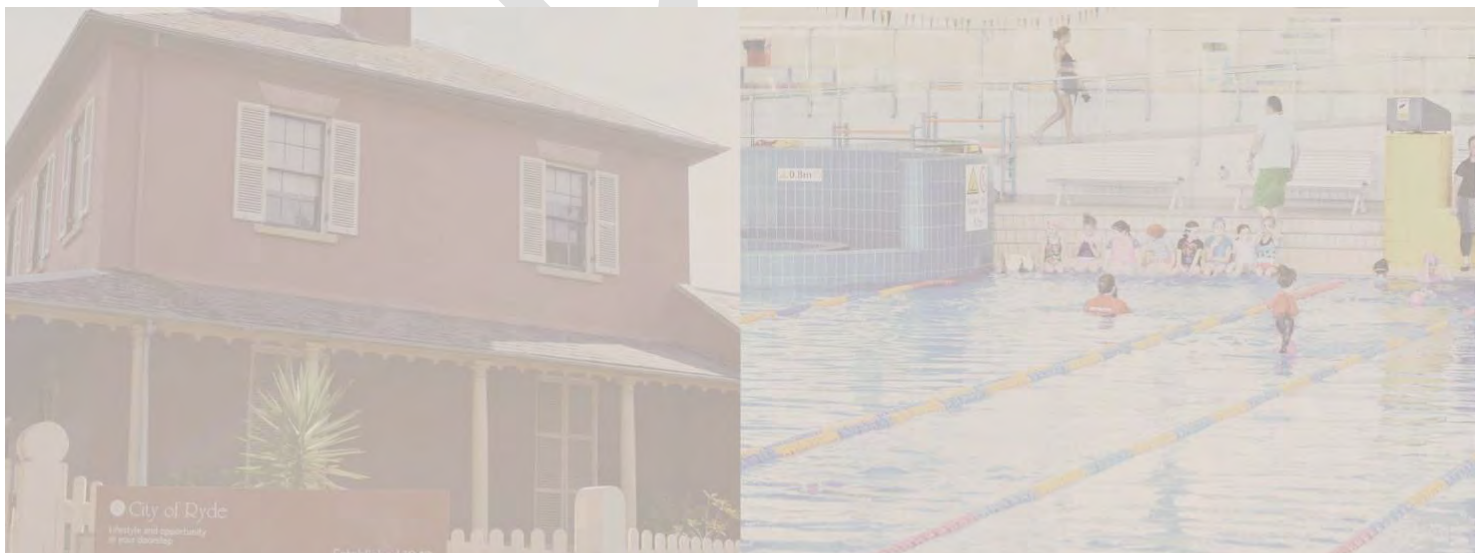
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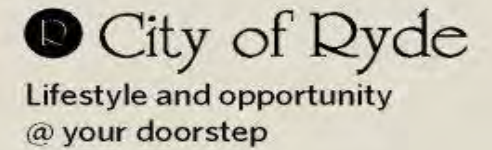
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Ryde 2028 Community Strategic Plan





City of Ryde

Draft Information & Communications Technology

Plan 2018 - 2022

ITEM 3 (continued)**DOCUMENT CONTROL****Document Purpose**

This document sets out priorities to align current and future technologies and processes to the City of Ryde operations and strategy. The document intends to communicate the strategic Information and Communications Technology directions for the next 4 years to Citizens, Councillors, Management and Staff.

The plan has been developed with the help and collaboration of IT staff, Business Users, Managers and the Executive Team.

Document Identification

Document title	The City of Ryde IT Plan 2018 – 2022
Document date	July 2018

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ITEM 3 (continued)**1. EXECUTIVE SUMMARY**

Information and Communication Technology (ICT) is now an integral part of our everyday life. Never before have we been so connected with vast amounts of information and diverse opinions, literally at our fingertips. People rely on a range of technologies to communicate, interact, inform decisions, and to provide and receive services and products.

Technological advancements have increased individual and organisational productivity, and ICT has become fundamental to how local government operates today. Our residents and businesses demand simpler, easier-to-use and quicker interactions with local government. Technology offers new ways to design, develop and deliver new services, automate existing services, and more effectively consult and engage with a broader range of stakeholders.

The unparalleled spread and influence of social media and the increased use of mobile services and cloud computing present new and exciting opportunities, and will continue to profoundly influence local government and industry choices about investing in ICT and delivering quality local government services.

This ICT Plan has been developed using the input of Council's leadership team, an appreciation of what our staff and customers want, and an understanding of what technological offerings are being pursued both within and outside the local government sector. In essence, this Plan has been constructed with 4 very different, but equally important, dimensions in mind – the e-worker, the e-community, the e-sector and the e-tech industry.

Given the rapid evolution of technology and communications in today's world, this Plan has been developed with a four year focus and targets specific priorities that will advance our CSP within the context of finite resources.

2. WHY DO WE NEED AN ICT PLAN?

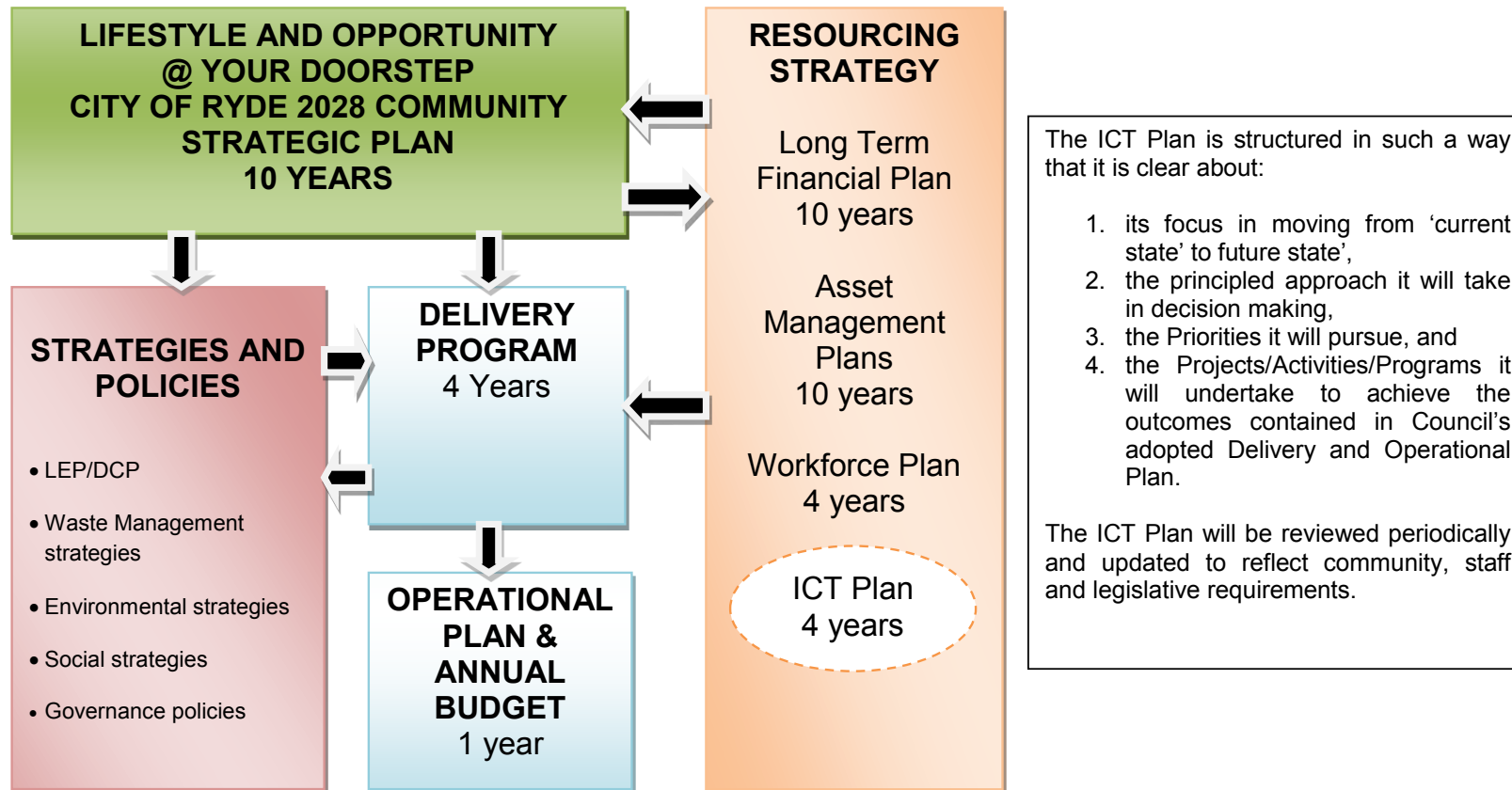
This ICT Plan is an important resource plan that underpins the City of Ryde's 2028 Community Strategic Plan (CSP). The City of Ryde recognises that information and communication technology is a vital resource that can significantly advance the aspirations espoused in its CSP. Just as people, finance and assets are important resources, so too is information and communication technology. Ideally, these four critical resources work as one to achieve community focused outcomes.

Importantly, we need an ICT Plan to establish a framework for understanding the City of Ryde's information and communication landscape, to help define our focus, to create a logical path and establish our investment priorities for the next 4 years.

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3. ICT PLAN – STRUCTURE & FIT


The ICT Plan represents the vital information and communications technology component of Council’s overall Resource Strategy. Together with the Workforce Plan, Asset Management Plans and Long Term Financial Plan, the ICT Plan provides the necessary framework, focus and resources to advance the aspirations of our community.



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4. ICT PLAN ALIGNMENT WITH OUR COMMUNITY STRATEGIC PLAN

The ICT Plan has been developed with one primary objective in mind – to advance the aspirations espoused in Council’s CSP. The information provided below outlines how various information and communication technology-related goals and strategies contained in Council’s CSP will be supported by ICT Priorities contained within this ICT Plan.

CSP Goals	CSP Strategies
Digital Connectivity	<ul style="list-style-type: none"> • Growing digital connection to improve public accessibility to information and provide the infrastructure framework supporting future ‘Smart City’ initiatives.
An engaged and informed community	<ul style="list-style-type: none"> • Actively engaging with our community on key issues. • Focusing on how we collaborate and communicate with our community. We need residents and ratepayers to be well informed on all issues, including our progress. • Using technology to support community engagement and program delivery.
Transparent, responsible leadership and governance	<ul style="list-style-type: none"> • Responsible civic leadership focused on delivering the best outcomes for the City and Ryde and its community, supported by transparent, accountable decision making and comprehensive governance and accountability frameworks. • Continually improving the things our residents care about and drive efficiencies in our service delivery to deliver ‘value for money’. • Continuing to generate operational surpluses to maintain our services, facilities and infrastructure at the required standard. • Continually improving Council’s performance in the delivery of our services, facilities and infrastructure to our community.
Strengthening community life, connectedness and wellbeing	<ul style="list-style-type: none"> • Actively connecting with the community to promote activities and services that are available throughout the City of Ryde. • Continuing to build and enhance services, including those supporting our residents at different stages of their lives. • Working with our partners to encourage healthy, active lifestyles and social connections.
	
<p>ICT PRIORITIES Infrastructure, Applications, Mobility, eBusiness, Data & Information Management</p>	

ITEM 3 (continued)

5. CITY OF RYDE ICT - CURRENT STATE

Currently, the ICT portfolio includes over 1,000 end-user devices (PCs, tablets, notebooks, and mobile devices), over 100 shared devices (printers, copiers, audio visual equipment) as well as over 100 servers and networking in active use.

A challenge exists to maximise the useful life of our technology as the refresh and maintenance of our hardware occupies the majority of our annual capital investment. The footprint of these devices increases commensurate with the expansion of the organisation's workforce. As an industry, ICT is challenged by emerging threats to information security, continuity of service and the reliance in electronic information and systems.

Our workplace is changing. Recent years has seen the exit of devices such as the fax, in favour of contemporary tools in mobile and cloud computing. Our ICT applications exceed 100 desktop, line-of-business and corporate applications on the desktop. The emergence of mobile computing is set to increase the demand in 'mobile-ready' applications to support a workforce demand to have access to information tools whilst on the move.

For users of our service, change management is key to increasing user-adoption and maximising the benefit of existing applications to the organisation. There are still pockets of under-utilisation of systems stemming from the lack of integration and/or difficulties in embedding processes into the operations. For new technology acquisitions, strategic guidance is required for compliance with systems architecture and organisational readiness and priority.

The Records Management and GIPA portfolio complements the technology tools and is the champion for Information Management. The digitisation of records is underway and managing our data quality needs to be sustained to ensure the reliability of our information and systems. Further work is required in support of 'Open Government' principles through the proactive release of information. As business-processes mature, we anticipate an increase in the provision of information through online channels.

As a society we have a greater acceptance of paper-less transactions. For our community, there is an emerging need to transact with a contemporary government - one that enlists technology to increase engagement and accessibility to our services. Our e-Business journey has delivered a limited number of core services online, however, we acknowledge there is considerable potential to penetrate further in this area.

The possibilities of a richer digital audio and video communication experience will have been explored with far greater connectivity and productivity prospects for those located in isolated/remote environments.

By 2022, The City of Ryde will have progressed to having many of its core systems and servers hosted in the 'cloud'.

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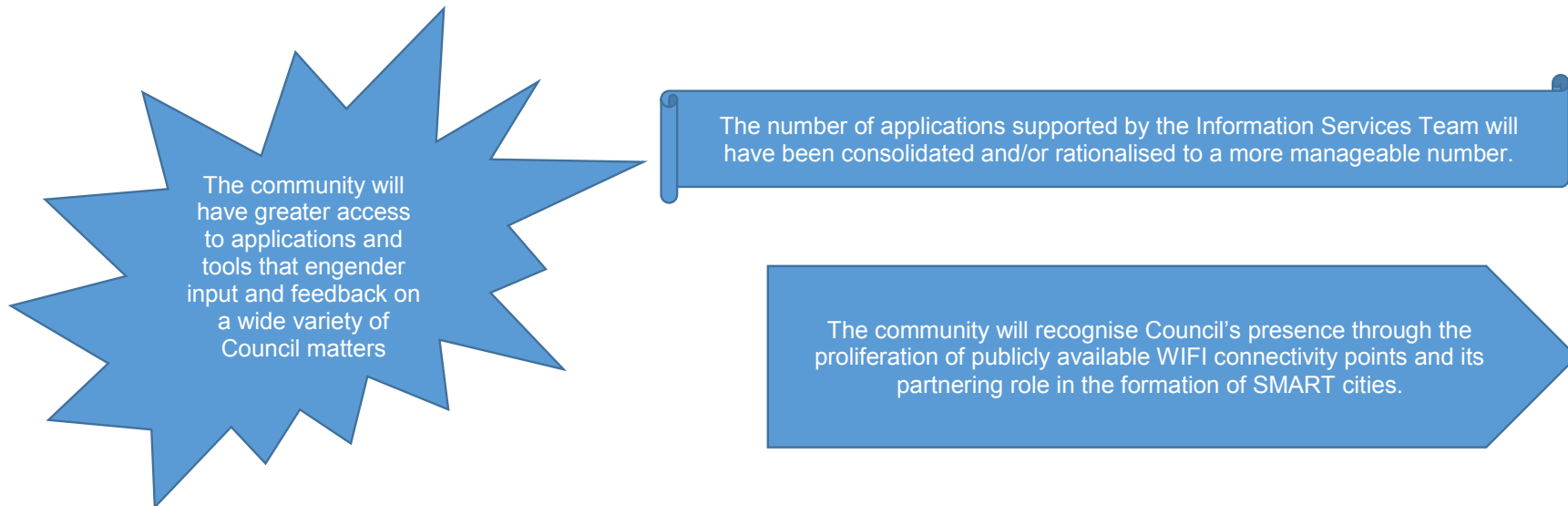
6. CITY OF RYDE ICT - FUTURE STATE

By 2022, The City of Ryde will have progressed to having many of its core systems and servers hosted in the 'cloud'. This will unlock a significant portion of its infrastructure investment and enable funding capacity for enhancements in applications, mobility, e-business, and information and data management.

Similarly, the number of applications supported by the Information Services Team will have been consolidated and/or rationalised to a more manageable number. Over the next 4 years, there will have been a noticeable shift in the support from the Information Service Team. A far greater emphasis in project managing mobile and e-business solutions will be evident, and the Information Services Team's contribution in finding innovative ways of improving workplace productivity via telecommunications and technology will be highly regarded.

The community will have access to a wide range of on-line and interactive services that are user-friendly, intuitive and mobile-ready. Similarly, the community will have greater access to applications and tools that engender input and feedback on a wide variety of Council matters. The community will recognise Council's presence through the proliferation of publicly available WIFI connectivity points and its partnering role in the formation of SMART cities.

The employee will have greater access to systems that function and perform more efficiently and effectively, providing greater productivity within the workplace. The employee will also have access to a variety of mobile applications and devices enabling them to conduct their work in a multitude of environments. Employees will have been introduced to a new intranet experience and exposed to the benefits of collaborative technology. The possibilities of a richer digital audio and video communication experience will have been explored with far greater connectivity and productivity prospects for those located in isolated/remote environments.



ITEM 3 (continued)**7. ICT PRIORITIES**

ICT Priorities have been established to sharpen Council's strategic and investment focus over the next four years. As highlighted in the Section 4, ICT Priorities underpin the goals and strategies of Council's Community Strategic Plan as they relate to information and communications technology.

The ICT Priorities acknowledge that the vast majority of our external customers have access to the internet and are willing to use an array of online applications and mobile devices to access information and services, communicate with one another and provide input into decision making. This trend is expected to grow exponentially in the future.

The ICT Priorities also acknowledge that our internal customers have unique requirements including the need to work in a more mobile fashion, to operate in a more productive manner, to make informed decisions based on reliable, accurate and timely data and information, and to have the comfort of knowing systems are accessible, secure and perform at optimum levels. The ICT Priorities are as follows:

a. Infrastructure

This priority deals with the physical computing and telecommunications environment in a manner that ensures security, accessibility, connectivity and performance on the one hand, and promotes integrated hardware and network solutions on the other.

The primary objective of this priority is to ensure that Council has an optimally performing physical computing and telecommunications environment at all times with provision for effective business continuity that includes periodic testing, reviews and enhancements.

Infrastructure includes system hardware and networks as well as services such as copying, printing, scanning and voice. Council's Infrastructure technology is supported by a team of appropriately skilled employees who maintain council's suite of ICT systems. This priority recognises that all innovative solutions must be built on the back of an effective and efficient infrastructure foundation.

b. Applications

This priority deals with the corporate suite of applications that enable our workforce to perform their systems-based functions efficiently. A key focus is to improve existing business processes by leveraging existing applications and designing integrated solutions for both staff and the community.

The primary objective of this priority is to ensure that corporate applications meet all practical and legislative processing requirements, while making technology advancements to enable our workforce to perform its individual service functions efficiently. Council is committed to developing solutions that enable innovation and acknowledges that applications need to be efficient, reliable and integrated so as to maximise end-to-end business processing in an environment of collaboration and effective communication.

ITEM 3 (continued)

To this end, Council is committed to expanding its efforts in business improvement through the provision of Business Analyst and Project Management services to review, optimise and streamline existing processes, as well as leverage existing systems and applications where appropriate.

c. On-line and Electronic Solutions

This priority deals with designing end-to-end business solutions to improve the way in which the community interacts with council. This priority also deals with the manner in which both staff and the community access and process information.

The primary objective of this priority is to provide a legitimate alternate customer service channel for our community. There is incredible opportunity to support business growth through delivery of information and services to increase levels of business transactions. The community will gain better access to information and services through electronic forms and online interfaces where back-end processing is ultimately automated.

d. Mobile Solutions

This priority deals with developing a suite of applications that can be used remotely via mobile devices – access information anywhere, anytime.

The primary objective of this priority is to develop a suite of mobile devices and applications that enable staff to access business related information anywhere and anytime using smart technology. This will provide increased flexibility and improvements in the ways users interact with Council and improvements in productivity levels for business users in the delivery of their particular services.

e. Information and Data Management

This priority acknowledges the importance data and information has on Council's ability to make sound decisions. Council is also cognisant of its wide ranging regulatory requirements. For example, at one end of the spectrum, Council must uphold data and information security/privacy requirements and, at the other end of the spectrum, Council must make data and information freely available to the public.

The primary objective of this priority is two-fold:

1. Ensure appropriate controls, processes and procedures are in place to uphold our regulatory requirements, and
2. Ensure data and information is accurate, current, void of gaps and/or duplication, and integrated where possible.

This focus will not only instil public confidence in Council's ability to discharge its public duties with integrity but also provide Council with the confidence it is making decisions based on the effective and efficient retrieval of reliable information and data.

ITEM 3 (continued)

8. ICT GUIDING PRINCIPLES**Alignment: Our ICT decisions will be evidence based and align with our Community Strategic Plan.**

The ICT Plan provides decision-makers with the opportunity to pause and evaluate whether the decisions being made can be substantiated and will advance the aspirations espoused in the Community Strategic Plan.

Resources: We will allocate finite ICT resources based on providing the greatest value and benefit for our community.

Council will be a responsible steward of ICT resources and assets to ensure that all expenditure provides value for money, improves 'internal' efficiency and effectiveness and enriches the customer experience.

Customer Focus: Customer needs will be a key component in all ICT decisions.

We will anticipate and respond to customer needs, seek input and aspire to the usability of our technologically driven services.

Collaboration: We will work within and across organisational structures to meet our goals.

Solving problems and making IT decisions cannot be done in isolation, as the impacts of decisions have far-reaching effects. Collaboration provides opportunities to benefit from diverse viewpoints and draw from multiple resource bases to address critical needs.

Transparency: We will be transparent in our decision-making and resource use.

Significant IT decisions will be made via established governance processes in a manner that solicits input from relevant stakeholders, as transparent processes will lead to better acceptance of decisions and improved outcomes.

Innovation: We will value innovative and creative thinking.

We will encourage and support development and acquisition of innovative IT services that enhance our service offerings to the community. We will promote a culture of creative thinking, seeking focused IT solutions to purposefully solve problems that enhance our continuous improvement ethos.

Risks: We will acknowledge relevant risks in the decisions we make and the projects we pursue.

We will incorporate risk in our decision making process and use a risk-based approach in assessing the merits of competing projects, programs or activities.

Employees will have been introduced to a new intranet experience and exposed to the benefits of collaborative technology.


The community will have access to a wide range of on-line and interactive services that are user-friendly, intuitive and mobile-ready.

ITEM 3 (continued)

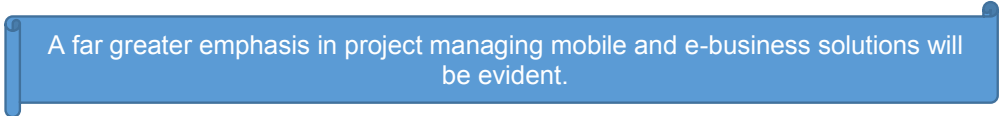
9. ICT PLAN GOVERNANCE

The Organisational Development and Business Improvement Group (ODBIG) is charged with the responsibility of reviewing, recommending and prioritising new initiatives within the ICT Plan. The group responsibilities include the following:

- Advise ET on ICT and business improvement initiatives, and investments to ensure sustainability, scalability, compatibility, interoperability and eliminate duplication of data, investment or effort.
- Advise ET on ICT opportunities that may arise as a course of business, as a result of legislative or legal determination, and/or to improve service or reduce risk.
- Advise ET on impacts across the organisation should projects deviate significantly from the approved business case. Project Managers and Business Managers will continue to manage project governance and seek ODBIG's guidance when required.
- Advise ET by reviewing benefits realisation after the completion of ICT and business improvement initiatives.
- Assess proposed business cases and projects for its alignment with the ICT strategy, Community Strategic Plan, 4-year Delivery Plan, IS Business Plan and IT architecture. ODBIG will advise ET of their recommendations prior to annual Outcome workshops and business case consideration.
- Facilitate discussions with their business areas on matters raised at ODBIG that may have an impact on their respective departments. Members will bring attention to business initiatives or projects from their departments that may have an impact on the wider organisation.
- Provide guidance and recommendations to address business issues or requirements, where assistance is sought from ODBIG members on behalf of their business areas.



Employees will have access to a variety of mobile applications and devices enabling them to conduct their work in a multitude of environments.



A far greater emphasis in project managing mobile and e-business solutions will be evident.

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10. ICT ACTION PLAN

To support achievement of the ICT Plan, projects, activities and programs have been prioritised to establish an action orientated agenda. An important governance aspect of the ICT Plan is the necessity for regular formal reviews to be undertaken to determine progress against agreed individual project objectives/scope, timeframe and budget.

Each of the 5 Priorities outlined in this Plan have a series of actions aligned to them, some of which are individual projects or activities; others are ongoing programs that may span multiple years. Combined, each of the projects, activities and programs will help Council advance from its 'current state' to its 'future state'. The following table provides a snapshot of projects, activities and programs envisaged over the next 4 years.

	2018-2019	2019-2020	2020-2021	2021-2022
INFRASTRUCTURE	Disaster Recovery Program · Annual DR testing	Disaster Recovery Program · Annual DR testing	Disaster Recovery Program · Annual DR testing	Disaster Recovery Program · Annual DR testing
	Security Program · Security testing, remediation, and resilience	Security Program · Security testing, remediation, and resilience	Security Program · Security testing, remediation, and resilience	Security Program · Security testing, remediation, and resilience
	Hardware renewal program · Windows 10 · IMPLEMENT Citrix CLOUD · PC, laptop, server renewals · review of printing contract · review of network and comms contract	Hardware renewal program · PC, laptop, server renewals · REVIEW PC fleet	Hardware renewal program · PC, laptop, server renewals · REVIEW Server fleet	Hardware renewal program · PC, laptop, server renewals
	Network renewal program · network hardware renewals · REVIEW public wifi	Network renewal program · network hardware renewals · REVIEW branch network speed (porters creek, Eastwood car park, Eastwood hall etc) · IMPLEMENT public Wifi Enhancements	Network renewal program · network hardware renewals	Network renewal program · network hardware renewals
	Communications renewal program · mobile and tablet renewals · REVIEW mobile fleet · IMPLEMENT Videoconferencing in NRO, Ops and branch locations	Communications renewal program · mobile and tablet renewals · REVIEW VOIP IN CLOUD · REVIEW Skype for Business	Communications renewal program · mobile and tablet renewals · IMPLEMENT VOIP CLOUD	Communications renewal program · mobile and tablet renewals
	Smart City Program (Improved wifi, connected facilities and services, e-Engagement, e-citizen tools and customer services)	Smart City Program (Improved wifi, connected facilities and services, e-Engagement, e-citizen tools and customer services)	Smart City Program (Improved wifi, connected facilities and services, e-Engagement, e-citizen tools and customer services)	Smart City Program (Improved wifi, connected facilities and services, e-Engagement, e-citizen tools and customer services)
	CLOUD PROGRAM · DEVELOP a cloud strategy · PLAN migration of NRO Datacentre to the CLOUD · Plan to move core applications to the cloud	Move to the Cloud · Move to a cloud-ready datacentre and utilise this for DR · Migrate email to the cloud · Plan transition to Office365/implement Office · Plan T1 transition to the cloud · Plan/Implement Merit transition to the cloud	Move to the Cloud · Implement Office365 · Implement T1 transition to the cloud	Move to the Cloud · Implement Office365 · Implement T1 transition to the cloud · Plan Document Management in the cloud

ITEM 3 (continued)

	2018-2019	2019-2020	2020-2021	2021-2022
APPLICATIONS	New Applications · REVIEW Asset Systems · IMPLEMENT governance system (policy and delegation register)	New Applications · IMPLEMENT Asset Systems	New Applications	New Applications
	T1 System Program · T1-TRIM integration · T1 document	T1 Renewal Program · CI Anywhere implementation · DA workflow enhancements · Rydemap transition to TechOne maps	T1 Renewal Program · CI Anywhere implementation · T1 Mobile solution	T1 Renewal Program
	Document Management Program · T1-TRIM integration · TRIM Upgrade to CM9 (Technical implementation)	Document Management Program · CM9 Enhancement (Make EDRMS user friendly)	Document Management Program · CM9 Enhancement (Make EDRMS user friendly)	Document Management Program · CM9 Enhancement (Make EDRMS user friendly)
	HR Systems program · annual CHRIS21 upgrade · IMPLEMENT corporate eLearning system · REVIEW eTime and attendance · enable videoconferencing interviews	HR Systems program · annual CHRIS21 upgrade · IMPLEMENT eTime and attendance	HR Systems program · annual HR upgrade	HR Systems program · annual HR upgrade
	CRM improvement program · Merit upgrades and enhancements	CRM improvement program · Merit upgrades and enhancements	CRM improvement program · Merit upgrades and enhancements	CRM improvement program · Merit upgrades and enhancements
	Workflow improvement program · Review processes · Workflow enhancements · REVIEW solutions for internal forms · IMPLEMENT Parking Permit scheme changes · IMPLEMENT EPA changes	Workflow improvement program · Review processes · Workflow enhancements · IMPLEMENT solution for internal forms	Workflow improvement program · Review processes · Workflow enhancements	Workflow improvement program · Review processes · Workflow enhancements
	Applications upgrade · other applications upgrades	Applications upgrade · Applications upgrades	Applications upgrade · Applications upgrades	Applications upgrade · Applications upgrades
	Application Consolidation · REVIEW of application architecture · consolidation of applications to Enterprise application · Review of applications for value · review applications training	Application Consolidation · consolidation of applications to Enterprise application · Review of applications for value · review applications training	Application Consolidation · consolidation of applications to Enterprise application · Review of applications for value · review applications training	Application Consolidation · consolidation of applications to Enterprise application · Review of applications for value · review applications training
	Collaboration Program · review social media opportunities · prepare organisation for digital workspaces · intranet replacement · content cleanup and searching	Collaboration Program · intranet replacement · digital collaboration platform (consider office 365/SharePoint online)	Collaboration Program · enhance digital collaboration platform	Collaboration Program · enhance digital collaboration platform

ITEM 3 (continued)

	2018-2019	2019-2020	2020-2021	2021-2022
MOBILE	Mobile applications · REVIEW (Reflect) Field worker apps · IMPLEMENT Open Office	Mobile applications · Enhance field worker mobile apps	Mobile applications · Enhance field worker mobile apps	Mobile applications · Enhance field worker mobile apps
	Remote worker program · review follow-me to mobile/desktop · review internal wifi	Remote worker program · review services to satellite office workers (eg Office365)		
eBUSINESS	eServices · REVIEW end to end processes for online services (eg s149) · REVIEW Top 10 Customer requests · IMPLEMENT document delivery via eTrack	eServices · IMPLEMENT end to end processes for online services (egs149) · REVIEW Top 20 Customer requests · REVIEW Online DA submission	eServices · new online submissions	eServices · new online submissions
Info Mgt.	Data retention and provision · DEVELOP Digitisation Strategy · IMPLEMENT document delivery via eTrack · REVIEW GIPA proactive release · REVIEW Records practices	Data retention and provision · IMPLEMENT GIPA proactive release · IMPROVE records practices · IMPLEMENT Digitisation Strategy	Data retention and provision · GIPA proactive release · IMPROVE records practices · IMPLEMENT Digitisation Strategy	Data retention and provision · GIPA proactive release · IMPROVE records practices · IMPLEMENT Digitisation Strategy
	Data improvement plans · Source of truth · Data owners · Auditing · Data cleansing · REVIEW enterprise search	Data improvement plans · Source of truth · Data owners · Auditing · Data cleansing · IMPLEMENT enterprise search	Data improvement plans · Source of truth · Data owners · Auditing · Data cleansing	Data improvement plans · Source of truth · Data owners · Auditing · Data cleansing
	Business intelligence · improve reporting	Business intelligence · improve reporting	Business intelligence · improve reporting	Business intelligence · improve reporting
note: colours are only used for grouping				



City of Ryde

Draft Long Term Financial Plan 2018 – 2028

ITEM 3 (continued)**Document status**

Ref	Version	Approving Manager / Director	Date
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ITEM 3 (continued)

Executive Summary

The City of Ryde is committed to sustainable long term financial management. This means achieving operating surpluses, servicing debt without compromising services, prudent funds management, controlling operating costs, and identifying new income producing opportunities. This commitment is critical to achieving the community's aspirations as espoused in the Community Strategic Plan.

This document examines the context of the long term financial planning framework for local government and the principles and assumptions that underpin the long term financial forecasts as presented in the 2 Scenarios within this Plan. The LTFP forms part of Council's "Resourcing Strategy" incorporating the Workforce Management Plan (our people), the Information and Communications Technology Plan (our technology) and the Asset Management Plan (our assets).

The LTFP is a tool aimed at assisting decision-making and problem-solving. It is not intended to be set in stone – it is a guide for future action. The modelling that occurs as part of this plan will help Council to weather unexpected events. It will also provide an opportunity for Council to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term.

The overall objective of this Long Term Financial Plan (LTFP) is to ensure that the Council remains financially sustainable and capable of meeting the challenges of growth and community expectations in to the future.

Given these challenges, this LTFP examines two scenarios:

1. The Base Case Scenario (founded on 'current state')
2. The Growth Scenario (focused on 'future state')

The Base Case Scenario is a "current state" scenario underpinned by assumptions for maintaining existing service levels. The Growth Scenario examines the likely impacts of growth using a range of assumptions as well as changes to the Base Case sensitivity analysis, risk assessment and financial performance measures.

The LTFP is assessed against a range of performance measures that inform the success of the plan and the ability for Council to meet its financial management objectives, asset management obligations and quality service delivery standards. The LTFP will be continually monitored and updated annually as part of Council's commitment to the delivering the aspirations as espoused in the Community Strategic Plan.

ITEM 3 (continued)

Introduction

Our City

The City of Ryde has a rich history with the traditional Aboriginal owners of the land being the Wallumedegal clan of the Dharug people.

Our city is located in Sydney's north-western suburbs 12 kilometres from the Sydney CBD. Set in scenic surrounds between the Parramatta and Lane Cover River, we are connected to other parts of metropolitan Sydney via major road systems, rail, bus and ferry services. The City of Ryde neighbours Hornsby Shire and the Ku-ring-gai council area in the north, Willoughby City, the Lane Cove River and the Hunters Hill Municipality in the east and Parramatta City in the west. Our city includes 16 suburbs; Chatswood West (part), Denistone, Denistone East, Denistone West, East Ryde, Eastwood (part), Gladesville (part), Macquarie Park, Marsfield, Meadowbank, Melrose Park (part), North Ryde, Putney, Ryde, Tennyson Point and West Ryde.

We encompass a total land area of about 40 square kilometres, including waterways and parklands, within this sits Macquarie Park Business Park, our Specialist Business Centre, four town centres and 29 neighbourhood centres, Macquarie University, Ryde and Meadowbank Colleges of TAFE, which enrol 13,000 students each year, over 33,000 businesses, five public libraries, 24 primary schools, five high schools and five hospitals.

Global, national and metropolitan trends and issues present both opportunities and challenges in the way that communities, such as the City of Ryde, are planned and supported. The City of Ryde is an integrated and integral major centre of Sydney and faces the same challenges as detailed in The Department of Planning & Environment's 'A Plan For Growing Sydney.' Our city is part of an ever changing dynamic global market, and our economic development, particularly the Macquarie Park Corridor, contributes significantly to New South Wales' Global Economic Corridor.

Integrated Planning & Reporting Framework

The Integrated Planning and Reporting framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. The difference lies in how each community responds to these needs. It also recognises that council plans and policies should not exist in isolation and that they in fact are connected.

This framework allows Council to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future. Importantly, the Long Term Financial Plan draws upon the requirements of other Resource Plans such as the Asset Management Plan, Workforce Plan and Information and Communications Technology Plan. Together these four Plans represent Council's resource response to the Community Strategic Plan, Ryde 2028.

ITEM 3 (continued)

Long Term Financial Planning

This 10 Year Long Term Financial Plan (LTFP) forms part of the NSW Local Government Integrated Planning and Reporting Framework requirements of Council. The formulation of the LTFP is underpinned by the following key elements:

- Planning assumptions used to develop the plan
- Projected income and expenditure, balance sheet and cash flow statement
- Sensitivity analysis (factors/assumptions most likely to affect the plan)
- Financial modelling for two different Scenarios
- Methods of monitoring financial performance

The LTFP is reviewed and updated annually as part of Council’s Operational Plan and Delivery Program. The 10 year planning process is illustrated below:



ITEM 3 (continued)**Purpose of the Long Term Financial Plan**

The primary purpose of this Long Term Financial Plan is to facilitate effective financial decision-making to deliver the outcomes, goals and strategies that underpin the vision in the Community Strategic Plan:

The place to be for lifestyle and opportunity at your doorstep.

This plan will model the financial implications of the Community Strategic Plan and Delivery Program, along with the ability to maintain existing facilities and infrastructure based on a range of assumptions and within known constraints.

Challenges and Opportunities

Council's Community Strategic Plan highlights the many challenges and opportunities for the City of Ryde, including:

- Our growing population
- Our changing population
- Our part in Sydney's future
- Valuing our cultural heritage
- Managing traffic and congestion
- Adapting to climate change

ITEM 3 (continued)

Long Term Financial Sustainability

How do we define long term financial sustainability?

A financially sustainable council is one that has the ability to fund ongoing service delivery and the renewal and replacement of assets without imposing excessive debt or rate increases on future generations. This definition has been translated into five key financial sustainability principles which Council is committed to.

- Council must achieve a **fully funded operating position** reflecting that Council collects enough revenue to fund operational expenditure
- Council must **maintain sufficient cash reserves** to ensure that it can meet its short-term working capital requirements
- Council must have an appropriately **funded capital works program** where the source of funding is identified and secured for both capital renewal and new capital works
- Council must **maintain its asset base** by renewing ageing infrastructure which is identified, and by ensuring cash reserves are set asides for those works which are yet to be identified
- Council must achieve **greater than the benchmark financial performance** over the period of the plan

In 2015, Council submitted its Fit for the Future proposal to the NSW Government. In its submission, Council outlined its case to 'stand-alone' on the back of its long term financial sustainability. Council satisfied all 7 key financial performance indicators.

The 2018 review of the Long Term Financial Plan highlights that Council is still on track to be financially sustainable in the longer term. In fact, since the Special Rate Variation was approved in 2015 (a 7% increase each year for 4 years between 2015/16 and 2018/19), Council's long term financial outlook has improved further.

ITEM 3 (continued)

How is long term financial sustainability measured?

Council must report annually its performance against adopted local government performance measures. These performance measures are applied to assess Council's long term financial sustainability and are detailed in the following table.

Ratio	Calculation	What is Being Measured?	Sustainable Target	2016/17 Actual Ratio
Operating Performance	Total operating revenue (excluding capital grants and contributions) less total operating expenditure Divided by continuing operating revenue	Council's achievement of containing operating expenditure within operating revenue	>0%	11.47%
Own Source Operating Revenue	Total continuing operating revenue (excluding capital grants and contributions) Divided by continuing operating revenue	Council's achievement of containing operating expenditure within operating revenue	>60%	75.83%
Unrestricted current ratio	Current assets less all external restrictions. Divided by current liabilities less specific purpose liabilities	Designed to represent a council's ability to meet short term obligations as they fall due.	> 1.5 times	3.44 times

ITEM 3 (continued)

Ratio	Calculation	What is Being Measured?	Sustainable Target	2016/17 Actual Ratio
Debt Service Cover Ratio	Operating results before capital excluding interest and depreciation. Divided by principal repayments + borrowing costs	Indicates whether Council has excessive debt servicing costs relative to operating revenue	>2 times	27.65 times
Rates and annual charges outstanding percentage	Rates and annual charges outstanding. Divided by rates and annual charges collectible.	To assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.	<5%	3.62%
Cash expense cover ratio	Current year's cash, cash equivalents and term deposits. Divided by payments from cash flow of operating and financing activities.	To assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.	>3 months	15.92 months
Asset Renewal Ratio (Buildings and Infrastructure)	Asset renewal expenditure divided by depreciation	To assess the rate at which these assets are being renewed against the rate at which they are depreciating.	>100%	194% (1)

ITEM 3 (continued)

Ratio	Calculation	What is Being Measured?	Sustainable Target	2016/17 Actual Ratio
Infrastructure Backlog Ratio	Estimated cost to bring assets to a satisfactory condition Divided by total value of infrastructure, building and other structures	What proportion the infrastructure backlog is against the total value of a council's infrastructure	<=2%	2.7%
Asset Maintenance Ratio	Actual asset maintenance. Divided by required asset maintenance	Are the assets being adequately maintained?	>100%	93% (1)
Real Operating expenditure per capita	Operating expenditure divided by population	Operating efficiency of the Council	Declining trend over time	Steady

(1) Whilst the Asset Maintenance Ratio is slightly under the targeted benchmark of 100%, there is capacity to reallocate some funding from Asset Renewal towards Asset Maintenance. This will have the effect of raising the Asset Maintenance Ratio above the 100% benchmark and still leave the Asset Renewal Ratio well above its targeted 100% benchmark.

ITEM 3 (continued)**Financial Management at a Glance**

Guidance on financial reporting and accounting practices is provided by the State Government in the form of the “Local Government Code of Accounting Practice and Financial Reporting”. Applying Australian Accounting Standard, the Code aims to provide:

- A basis for providing assistance in the interpretation and application of management reporting, accounting, auditing and financial reporting requirements of Chapter 13 of the Local Government Act 1993(NSW) (the Act)
- A mechanism which will ensure that appropriate accounting policies and practices are implemented by all councils.
- A basis for audit and review functions to be undertaken in the context of comprehensive and approved accounting standards.
- Reliable, comparable and readily comprehensible financial information which will be invaluable for making and evaluating decisions about the allocation of scarce resources, and which will assist in assessing the performance, financial position, finances and investments of councils.
- Enhanced accountability of councils to the community.

The LTFP, Operational Plan and Delivery Plan are prepared on this basis providing the following core financial reports:

- Income Statement (projected continuing operating income and expenditure)
- Statements of Financial Position (a balance sheet of assets and liabilities)
- Statement of Cash Flows (the flow of cash from operating, investing and financing activities)

The budgetary framework for the LTFP can be categorised as:

- Continuing Operations – income and expenditure
- Discretionary Projects – generally “one-offs” expenditures such as Elections
- Capital works – renewal and new capital expenditure on assets

Reporting on an accrual basis of accounting, our budget identifies capital sources of income that have been brought to account in prior reporting periods such as contributions from developers (Section 7.11, formerly known as Section 94). Capital sources of income are held as external or internal restrictions of cash and are effectively “drawn down” to fund future capital expenditure.

This framework enables Council to implement, manage and monitor strategies, plans and objectives to achieve the principles of long term financial sustainability.

ITEM 3 (continued)**Special Rate Variation**

Council resolved in November 2014 to advise IPART of its intention to apply for a 7% SRV increase (including an estimated 3% rate peg) for four years. This increase would be cumulative and all revenue from the SRV would be directed to infrastructure asset renewal works.

This LTFP includes the fourth and final year of the SRV. Due to the rate peg for 2018/19 being lower (2.3% compared to 3%) than anticipated for in Council's SRV application, there are additional SRV related works in this plan to be undertaken IN 2018/19. The amount of funds available from the SRV will be updated annually. In 2018/19, Council expects to generate approximately \$12 million in additional rate revenue from the SRV for the purposes of reducing its infrastructure asset backlog and increasing its infrastructure asset renewal and asset maintenance commitments.

Population Growth Forecasts

The City of Ryde population and household forecasts present what is driving population change in the community and how the population, age structure and household types will change each year between now and 2036.

The forecasts are designed to provide community groups, Council, investors, business, students and the general public with knowledge to make confident decisions about the future.

The City of Ryde population as at 2018 was estimated at 125,000 and is forecast to grow by an additional 25,000 people to 150,000 by 2028 and an additional 40,000 people to 165,000 by 2036.

Other key assumptions and forecasts are discussed within each of the 2 Scenarios considered in this Plan.

ITEM 3 (continued)**Scenarios Modelled**

As part of its Resource Strategy, Council explored 2 Scenario options.

1. Scenario One - Base Case

This scenario is predicated on existing services remaining largely the same over the next 10 years with a primary reliance on developer and internal reserve funded capital works, and the ongoing SRV income stream funding the renewal of existing assets.

This Scenario has a sophisticated level of assumptions and indices applied to current and historical income and expenditure patterns in determining future budget allocations. Growth forecasts are modest and largely based on historical trends. Similarly, growth in Council's staff establishment (Full Time Equivalent Staff) is largely reviewed and considered as part of the annual budget process and is generally limited to addressing short term critical needs.

2. Scenario Two - Growth Case

This Scenario is modelled using the following inputs and parameters:

- Population growth of 25,000 (based on a historical five year (2012-2107) average annual population increase of 2.3%)
- Number of new dwellings is estimated to increase by approximately 10,000 (predominantly residential apartments/units)
- Growth in rates revenue and fees and charges income to reflect the growth in dwellings and population
- Growth in materials and contracts costs and other expenses to reflect increases in growth forecasts. An efficiency factor has been applied to the growth in materials and contracts, acknowledging the efficiency gains (economies of scale) that accrue from growth.
- Consequential changes to depreciation to reflect depreciation on new assets, and increased asset value
- Actual maintenance spend has been increased to reflect the new required levels of maintenance (including asset growth).
- Employee costs have been increased to reflect additional employee retention and development costs (to match industry benchmarks) and costs associated with an increased workforce based on a population increase of 25,000.
- An Efficiency / Productivity factor that includes a 1.0% productivity/efficiency saving for employee related costs, materials and contracts and 'other expenses'.

ITEM 3 (continued)

Outcomes of Modelling

In applying the 2 Scenarios, the following high level outcomes are evident:

- Rates revenue in Scenario 2 is approximately \$17.5m higher in 2027/28 than in the Base Case. This reflects the increase in revenue from the proposed growth in the rating base under Scenario 2.
- Operating Surpluses (before Capital Grants and Contributions) increase by \$57m over the next 10 years under Scenario 2.
- An additional \$660m in capital works (assets) over the next 10 years has been brought to account in Scenario 2. The cost of these capital works leaves an \$82m funding shortfall in the Long Term Financial Plan. ***To eliminate this funding shortfall, the value of the capital works must be reduced to \$510m.***
- Real operating expenditure per capita is higher under Scenario 2 due to increases in costs in line with population growth.

Sensitivity Analysis

Population growth has a profound impact on Council's overall financial position and performance. The sensitivities and potential impact as outlined below relate to the financial projections contained in this LTFP (as reflected in the Growth Scenario in 2018/19 dollars).

- **Rates Revenue** - Each 1% change in ordinary rates and annual charges revenue will result in an \$880,000 change in total rates revenue. The cumulative effect of this revenue source growing at 1% less than anticipated is \$10.61m over the next 10 years.
- **Other revenues - fees and charges, income on investment, operating grants** - A 1% change in annual revenue for all these income streams represents \$423,000 per annum. The cumulative effect of this revenue source growing at 1% less than anticipated is \$5.76m over the next 10 years.
- **Operating expenditure increases for key expenses such as employee costs and materials and contracts** - Employee costs and other operating expenditure (materials and contracts) comprise \$84.3m in total for 2018/19. A 1% movement in these costs represents a \$843,000 combined annual effect. The cumulative effect of these expenditure items growing at 1% more than anticipated is \$9.80m over the next 10 years.

ITEM 3 (continued)**The Recommended Scenario**

From 2019/20 onwards, Scenario 2 is the recommended Scenario as it best reflects what Council sees occurring over the next 10 years. Growth will feature prominently in how and where funds are spent over the next 10 years. A new Section 7.11 Plan will see hundreds of millions of dollars of new assets come on line.

Many of these assets will need to be maintained and, in some instances, require Council funding to operate them (eg new library in Macquarie Park). Population growth of 25,000 people is significant. If the City of Ryde is to respond to that magnitude of growth it needs to do so in a measured and sustainable manner. The development and implementation of an Improvement Action Plan is a 'necessity' and Council must continue its pursuit of innovation and continuous improvement if it is to meet the funding challenges associated with growth.

The modelled outcomes of Scenario 2 yield the most likely results for Council and its community. All key financial indicators are met, existing services continue, new assets come on line and additional staff are employed to help service the needs of the growing population.

ITEM 3 (continued)**LTFP Financial Model Scenario 1 – Base Case****Introduction & Assumptions**

The Base Case Scenario or “current state” is predicated on:

- Continuation of existing services at current service levels
- Continuation of existing levels of investment in infrastructure maintenance and renewal
- Continuation of existing income sources
- Limited growth contemplated - no new expansionary infrastructure expenditure beyond the current Delivery Program (2018-22) and only a limited number of new positions in Council’s staff establishment.

Observations

Whilst Scenario 1 provides an excellent framework for long term financial planning and modelling purposes, its inclusion of development related growth in a strategic and deliberate manner is limited, particularly in year’s 5 to 10.

The assumptions used in in Scenario 1 are sound with the vast majority of those assumptions carrying through to Scenario 2. Similarly, the Sensitivity Analysis and Risk Assessment applied in Scenario 1 is robust and much of this analysis and assessment holds true in Scenario 2.

ITEM 3 (continued)

Base Case Scenario Financial Assumptions - Revenue

Revenue Item	Assumption
Rates & Annual Charges	Rates - 7% increase in 2018/19 (last year of the SRV), 2.3% rate peg for 2019/20, 2020/21 & 2021/22 and a forecast rate peg increase of 2.6% thereafter. Domestic Waste – a 2.16% Domestic Waste Charge increase has been factored in for 2018/19, 2019/20 and 2020/21 with a 2.57% increase factored in from 2021/22 and beyond.
User Charges & Fees	Average CPI of 2.20% for first 2018/19, 2019/20 and 2020/21 and 2.6% from 2021/22 and beyond.
Grants & Contributions	Income from grants and contributions is included where funding arrangements are in known. Recurring grant income tied to expenditure is increased by an index of 2.6% for 2021/22 and beyond.
Interest & Investment Revenue	The City of Ryde's Investment Policy is based on optimising returns from its investment portfolio within the statutory limitations of Ministerial Orders. The City of Ryde has set a budget target to achieve 0.85% above the 90 day BBSW Index.
Other Revenue	A base average CPI of 2.20% for first 3 years and 2.6% thereafter has been applied with income from Affordable Housing being added as new units come into Council's ownership.

ITEM 3 (continued)

Base Case Scenario Financial Assumptions – Expenditure

Expenditure Item	Assumptions
Employee Costs	An award increase of 2.6% has been applied to salaries and wages across the period of the LTFP. The Federal Government's superannuation guarantee (SG) for the 10 year period increases from 9.5% in 2018/19 to 12.00% by 2027/28.
Borrowing Costs	No new borrowings are included in the Base Case.
Depreciation	Depreciation has been modelled in accordance with the Capital Works Program and statutory accounting practices. Council is transitioning from consumption based depreciation to straight-line depreciation from 2017/18. The incremental impact of this transition is approximately \$3 million per annum which has been factored into the LTFP
Materials & Contracts	A base average CPI of 2.20% for first 3 years and 2.6% thereafter has been applied throughout the LTFP with additional materials and contract related costs factored in where known.
Other Expenses	A base average CPI of 2.20% for first 3 years and 2.6% thereafter has been applied throughout the LTFP with additional 'other expense' related costs factored in where known.

*CPI = Consumer Price Index - Sydney All Groups, Australian Bureau of Statistics.

ITEM 3 (continued)

Base Case Scenario Sensitivity & Risk Assessment

Council's LTFP is exposed to external impacts such as legislation, technology and the environment as well as industry dynamics, a changing labour force market and vendor relationships. Income and expenditure forecasts are subject to change and are assessed by the degree of risk change would impact the LTFP. For example, Council's reliance on rate revenue is high however the assumptions posed over the period of the plan would not be adversely effected (risk) by State Government rate peg setting.

Item	Assumptions	Impact and Sensitivity	Impact Rating	Risk
<i>Revenue</i>				
Rates & Annual Charges	7% increase in 2018/19 (final year of the SRV), 2.3% rate peg for 2019/20 – 2021/22 and a forecast increase of 2.6% thereafter.	<p>Impact: Rates and annual charges are the main source of Council income (58%) and fund core services including infrastructure, community services, sports and recreation, public health, environmental protection and waste collection, treatment and disposal. The NSW State Government “pegs” the maximum percentage by which rates can be increased annually. Council's ability to levy rates and annual charges are legislated under the Local Government Act 1993.</p> <p>Sensitivity: A 1% change in 2018/19 ordinary rates and annual charges revenue would result in an \$880,000 change in total rates revenue.</p> <p>Similarly, a cumulative 1% lower than anticipated ordinary rates and annual charges increase for each year of the model would result in an \$10.61 million cumulative decrease in annual rates revenue by 2028.</p>	High	Medium

ITEM 3 (continued)

Item	Assumptions	Impact and Sensitivity	Impact Rating	Risk
<i>Revenue</i>				
User Charges & Fees	Average CPI of 2.20% for first 2018/19, 2019/20 and 2020/21 and 2.6% from 2021/22 and beyond.	<p>Impact: User fees and charges generally fall into 3 categories</p> <ol style="list-style-type: none"> 1. Statutory Fees and Charges – established by the State Government. 2. Discretionary Fees and Charges 1 – Council subsidises a service by establishing fees and charges that only partially recover the costs of the service provided 3. Discretionary Fees and Charges 2 – Council seeks to recover the full cost of the service provided. <p>Sensitivity: A 1% change in annual revenue in 2018/19 for fees and charges represents \$178,000 per annum. Similarly, the cumulative effect of this revenue source growing at 1% lower than budgeted expectations represents an estimated revenue reduction of \$2.23 million by year 2028.</p>	<p>Medium</p> <p>Medium</p> <p>Medium</p>	<p>Medium</p> <p>Medium</p> <p>Low</p>

ITEM 3 (continued)

Item	Assumptions	Impact and Sensitivity	Impact Rating	Risk
<i>Revenue</i>				
Interest & Investment Revenue	The City of Ryde's Investment Policy is based on optimising returns from its investment portfolio within the statutory limitations of Ministerial Orders. The City of Ryde has set a budget target to achieve 0.8% above the 90 day BBSW Index.	<p>Impact: The Council has a large investment portfolio that is subject to movements in interest rates. Investments are placed and managed in accordance with the Council's adopted Investment Policy in compliance with the Local Government Act. As a custodian of the community's funds, the Council ensures funds are invested with the same care, diligence and skill that a prudent person would exercise.</p> <p>Sensitivity: A 1% change in annual revenue in 2018/19 for interest and investment income represents \$46,000 per annum. Similarly, the cumulative effect of this revenue source growing at 1% less than other revenues represents an estimated revenue reduction of \$870,000 by year 2028.</p>	Medium	Low

ITEM 3 (continued)

Item	Assumptions	Impact and Sensitivity	Impact Rating	Risk
<i>Revenue</i>				
Grants & Contributions	Income from grants and contributions is included where funding arrangements are in known. Recurring grant income tied to expenditure is increased by an index of 2.6%.	<p>Grants and contributions are awarded for operating and capital purposes. Operating grants assist in providing important services to the community such as road safety and environmental initiatives. Capital grants contribute to infrastructure expansion and public amenity aligned to growth and development.</p> <p>Sensitivity: A 1% change in annual revenue in 2018/19 for operating grants and contributions represents \$74,000 per annum. Similarly, the cumulative effect of this revenue source growing at 1% less than other revenues represents an estimated revenue reduction of \$915,000 by year 2028.</p>	High	Medium
Other Revenues	Average CPI of 2.20% for first 3 years and 2.6% thereafter.	<p>Impact: Includes revenue from parking fines, investment property rentals and employee contributions to vehicle private use. Other revenue may fluctuate as a result of fair value increments.</p> <p>Sensitivity: a 1% change in 'other revenues' represents approximately \$120,000 per annum. Similarly, the cumulative effect of this revenue source growing at 1% less than other revenues represents an estimated revenue reduction of \$1.6 million by year 2028.</p>	Medium	Medium

ITEM 3 (continued)

Item	Assumptions	Impact and Sensitivity	Impact Rating	Risk
<i>Expenditure</i>				
Employee Benefits and On-Costs	An award increase of 2.4% has been applied to salaries and wages across the period of the plan. The federal government's superannuation guarantee (SG) for the period increases from 9.5% to 12.00%.	Impact: Employee costs are the largest expenditure category (48%). Council's Workforce Strategy includes actions to secure a skilled and agile workforce committed to excellence and safety. Sensitivity: A 1% change in employee costs represents approximately \$630,000 by 2028.	High	Medium
Borrowing Costs	No new borrowings are included in the Base Case.	Impact: Council's reliance on debt is low and totalled \$3.5m as at 30 June 2017. Council's Property Strategy projects are 50% funded from by debt servicing. Future debt servicing can be influenced by global financial conditions and loans to Council are a "charge" on the income of Council (cl. 229 of the Regulation). Sensitivity: Council's borrowing costs are directly tied to BBSW rates plus a fixed margin. If interest rates rise, Council's borrowing costs will rise. Council's debt exposure, however, is very limited.	Medium	Medium

ITEM 3 (continued)

Item	Assumptions	Impact and Sensitivity	Impact Rating	Risk
<i>Expenditure</i>				
Materials & Contracts	A base average CPI of 2.20% for first 3 years and 2.6% thereafter has been applied throughout the LTFP with additional materials and contract related costs factored in where known.	<p>Impact: Council's reliance on professional consultancies and contractors is significant and reflects the need to be agile in meeting changes in service delivery demands. Contracts are managed in a procurement framework than promotes transparency and value for money principles.</p> <p>Sensitivity: A 1% change in materials and contracts represents approximately \$400,000 by 2028.</p>	High	Medium
Depreciation & Amortisation	Depreciation has been modelled in accordance with the capital works program and statutory accounting practices. Council uses the straight-line method of depreciation.	<p>Impact: Depreciation is transitioning from condition based depreciation to straight line depreciation. This transition will have the effect of increasing annual depreciation by approximately \$3m per annum (or 20%)</p> <p>Sensitivity: Council's forecast depreciation will increase by 35% over the next 10 years and is directly aligned to the timing of new assets and renewal of existing assets.</p>	High	Medium

ITEM 3 (continued)

Item	Assumptions	Impact and Sensitivity	Impact Rating	Risk
<i>Expenditure</i>				
Other Expenses	A base average CPI of 2.20% for first 3 years and 2.6% thereafter has been applied throughout the LTFP with additional 'other expense' related costs factored in where known.	Impact: Includes contributions to other levels of government (such as waste levies, fire control and valuation fees), insurances and utilities including street lighting, electricity and water. Whilst Council works closely with other levels of government, the ability to control or influence costs cannot be guaranteed. Sensitivity: A 1% change in materials and contracts represents approximately \$209,000 by 2028.	Medium	Low

ITEM 3 (continued)**LTFP Financial Model Scenario 2 – Projected Growth 25,000****Introduction & Assumptions**

Scenario 2 is predicated on:

- All of the assumptions in the Base Case PLUS:
 - Population growth of 25,000 people over the 10 year period of the plan (or 1.9% compounding growth per annum).
 - Both operating income and expenditure will increase in line with the forecast population growth (as above), however some economies of scale are assumed during the growth period.
 - New Capital Works exceeding \$660 million, funded primarily by developer contributions (via cash, works in kind or voluntary planning agreements).
 - Operating expenditure (depreciation, maintenance and operating expenses) associated with the New Capital Works (as above) will increase
 - The inclusion of a 1% efficiency saving for employee costs, materials and contracts and other expenses
 - An increase of 61 additional full-time equivalent (FTE) staff (from 527 in 2018/19 to 588 in 2027/28) to assist in servicing the growth

Observations

Scenario 2 builds on the foundations of Scenario 1. The major difference with Scenario 2 is that it anticipates a more deliberate growth forecast that impacts Council's Operating Statement, Balance Sheet and Cash Flow Statement.

The inclusion of more than \$660 million worth of new assets and an increase of 61 additional FTE staff has a significant impact on Council's long term financial sustainability but has a much more realistic outlook than that of Scenario 1.

ITEM 3 (continued)

Scenario 2 Sensitivity & Risk Assessment

In addition to the sensitivity and risk assessment of items identified in Scenario 1 – Base Case Scenario, the following items are considered unique to Scenario 2.

Other Items	Assumptions	Impact and Sensitivity	Impact Rating	Risk
Population Growth	<p>Population growth is generally reflected in an increase in the rates base (commonly referred to as supplementary rates). Growth in the rates base has traditionally been conservative.</p> <p>An assumed population growth of 25,000 has been established under Scenario 2.</p>	<p>Impact: Growth has a major impact on both income and expenditure forecasts. The primary income stream that benefits from population growth is rates revenue, though user fees and charges, operational grants and other revenue do increase proportionally.</p> <p>Population growth also impacts on employee costs, materials and contracts, depreciation and other expenses. An increased population places additional pressure on existing assets and services. New services, an expansion of existing services and the provision of new assets all have expenditure impacts that must be managed carefully.</p> <p>Sensitivity: a 1% change in population growth equates to approximately \$1.27 million in rate revenue by 2028.</p>	Medium	Medium

ITEM 3 (continued)

Other Items	Assumptions	Impact and Sensitivity	Impact Rating	Risk
Asset Growth	New assets totalling \$660 million have been included in Scenario 2. These new assets will be constructed to help service the needs of the additional 25,000 population and are derived from the 2018 Draft Section 7.11 Plan.	<p>Impact: The \$660 million in new assets will not only add value to Council’s Balance Sheet (non-current assets) but also its Operating Statement via additional Depreciation, Maintenance and Operating Expenses.</p> <p>Sensitivity: Any significant changes to the value of assets brought to account over the next 10 years will have a proportional impact on depreciation, maintenance and operating expenses. In doing so, Council’s Operating Surplus will be affected.</p>	Medium	Medium
Efficiency /Productivity Improvement Plan	An Efficiency / Productivity Improvement Plan is necessary to ensure expenditure increases are moderated by targeted savings.	<p>Impact: Improvement Plans provide a prudent means of focusing on efficiency targets to contain expenditure increases. The recommended Improvement Plan includes targeted expenditure savings in employee costs (staff turnover), materials and contracts and other expenses.</p> <p>Sensitivity: A 1% efficiency target has been established for employee costs, materials and contracts and other expenses. This totals approximately \$1.0 million in 2018/19.</p>	Medium	Medium

ITEM 3 (continued)

Other Items	Assumptions	Impact and Sensitivity	Impact Rating	Risk
Workforce Expansion (FTE Staff)	In light of the 25,000 additional population and their anticipated service needs, Council’s workforce (full-time equivalent staff) is expected to grow by 61 FTE staff.	<p>Impact: the additional 61 FTE Staff represents a 12% increase in Council’s current staff establishment and equates to approximately \$8 million in expenditure over the next 10 years.</p> <p>Sensitivity: Each 1% variation in the number of FTE staff equates to approximately \$100,000 in expenditure.</p>	Medium	Medium

ITEM 3 (continued)

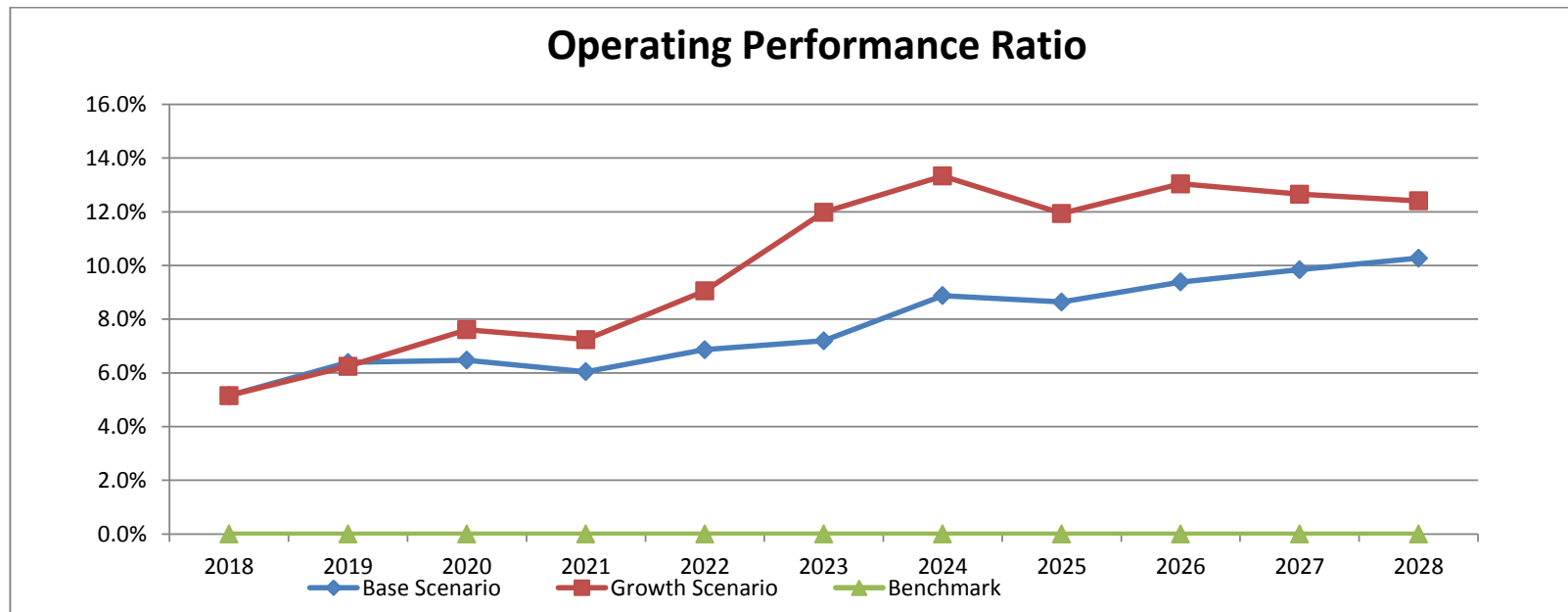
Key Performance Indicators - Fit for the Future

The following measures, indicators and ratios are provided to give the reader an insight into the relative financial impacts of the 2 Scenarios when compared with one another. Financial modelling indicates that Council will continue to perform well under both Scenarios over the next 10 years. All but one of the performance measures meet 'Fit for the Future' benchmarks. The only exception is the Asset Maintenance Ratio. This is not considered a major issue as Council is forecasting an Asset Renewal Ratio well in excess of the benchmark. By reallocating funding from asset renewal to asset maintenance will resolve this issue.

Operating Performance

This ratio measures a council's achievement of containing operating expenditure within operating revenue. It is important to emphasise that this ratio focuses on operating performance, and hence capital grants and contributions, fair value adjustments, and reversal of revaluation adjustments are excluded.

The benchmark is greater than 0%.

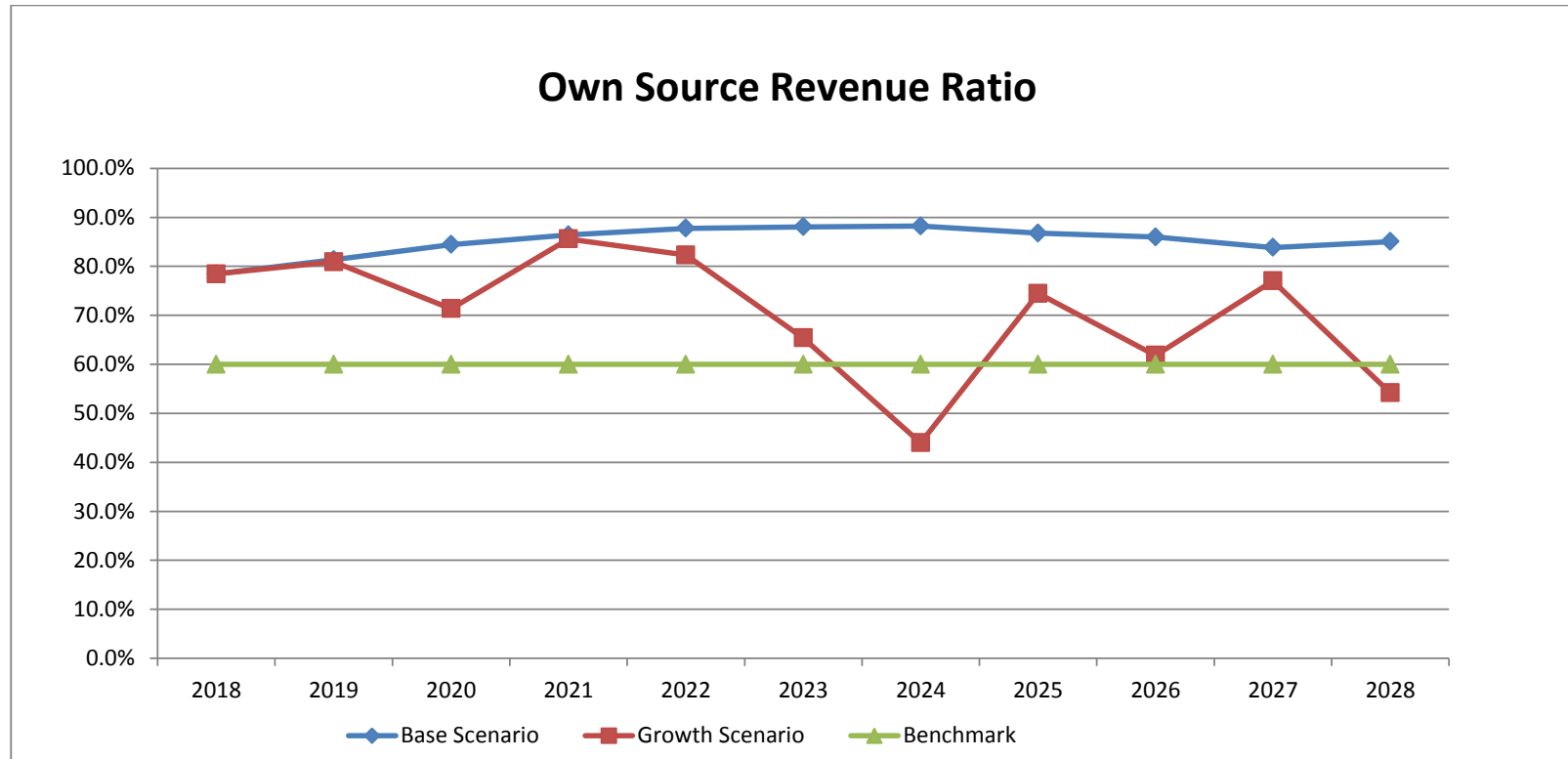


ITEM 3 (continued)

Own Source Operating Revenue

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. A council’s financial flexibility improves as its own source revenue increases.

The benchmark is greater than 60%.



NOTE:

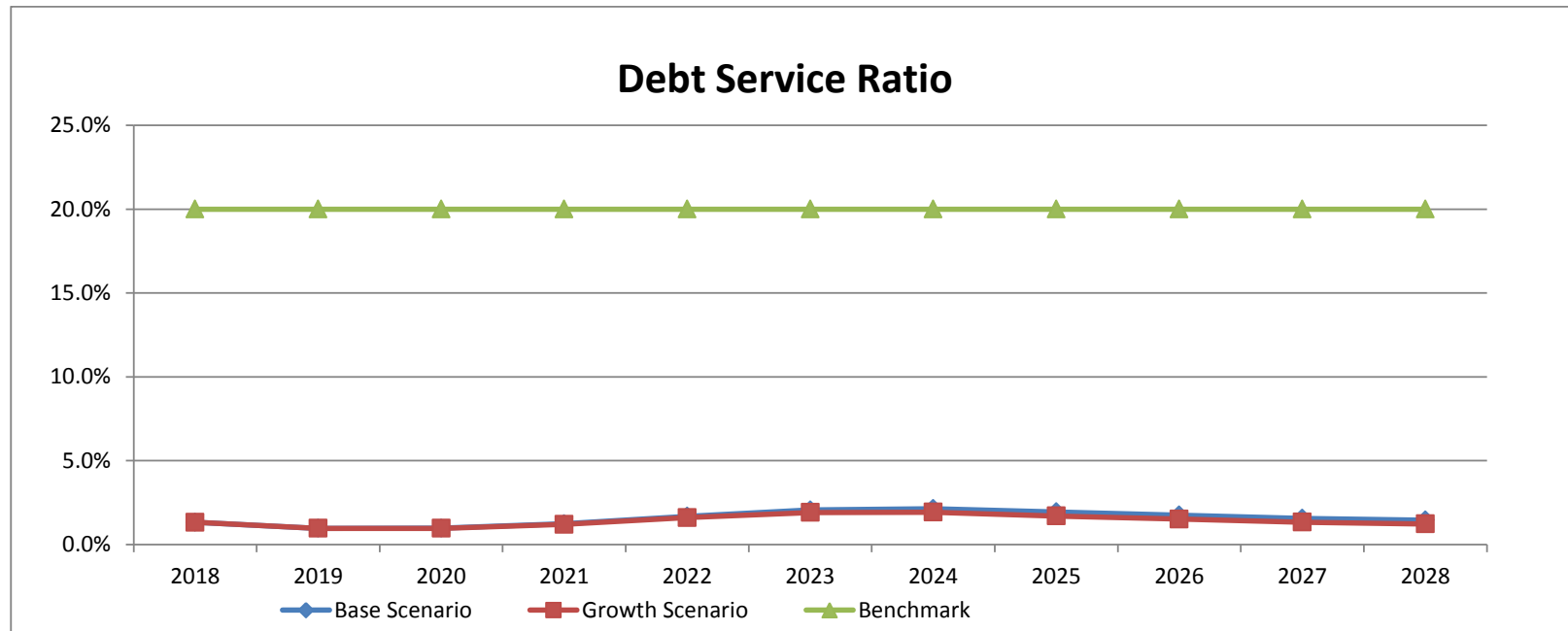
In 2024, Council is expecting significant Developer Contributions (cash and non-cash) which has the effect of reducing Council’s ‘own source revenue’ (including rate revenue) in that particular year. Typically, rates and annual charges comprise over 75% of council’s own source revenue. In 2024, rate and annual charges will only comprise 40% of total revenue in that year because of the quantum of developer contributions (cash and non-cash) likely to be received in that year.

ITEM 3 (continued)

Debt Service Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

The benchmark is greater than two times.



Note:

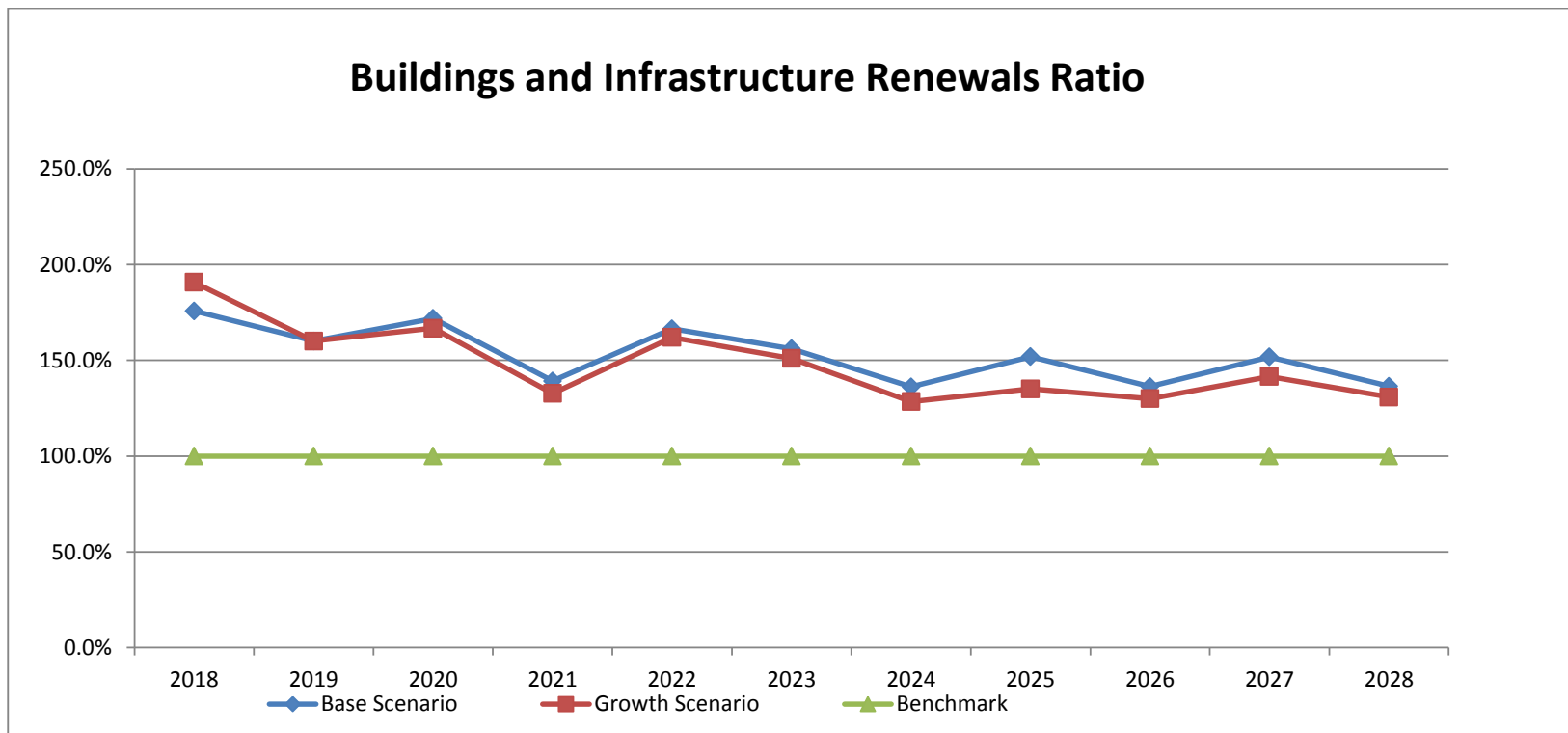
Council’s debt dependence is relatively low. At this stage, there is **no estimate for loan borrowings included in the LTFP** that may be required to redevelop the **Ryde Central** site.

ITEM 3 (continued)

Buildings and Infrastructure Renewals Ratio

To assess the rate at which these assets are being renewed against the rate at which they are depreciating.

The benchmark is greater than 100%.

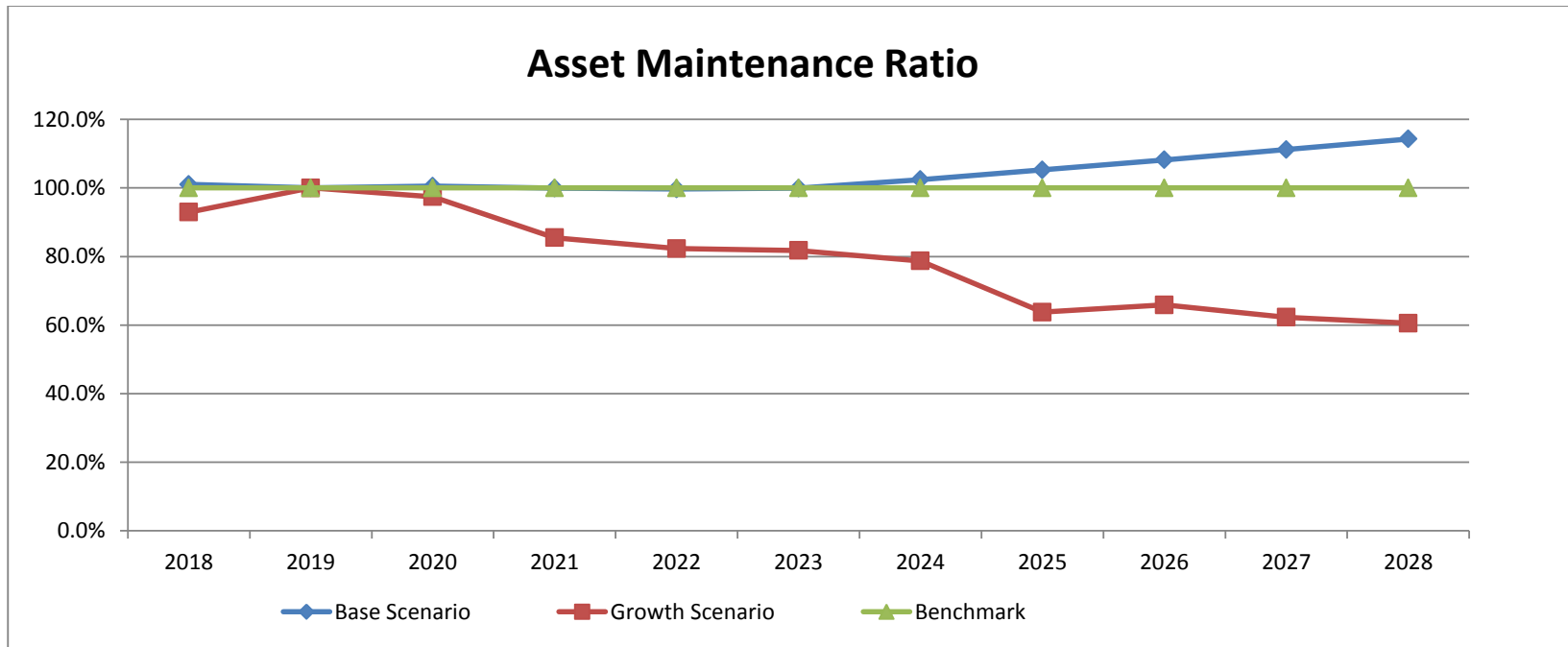


ITEM 3 (continued)

Asset maintenance Ratio

This ratio highlights how much Council is spending on the maintenance of its assets in comparison to the asset maintenance required to be spent, as indicated in Special Schedule 7

The benchmark is greater than 100%.



Note:

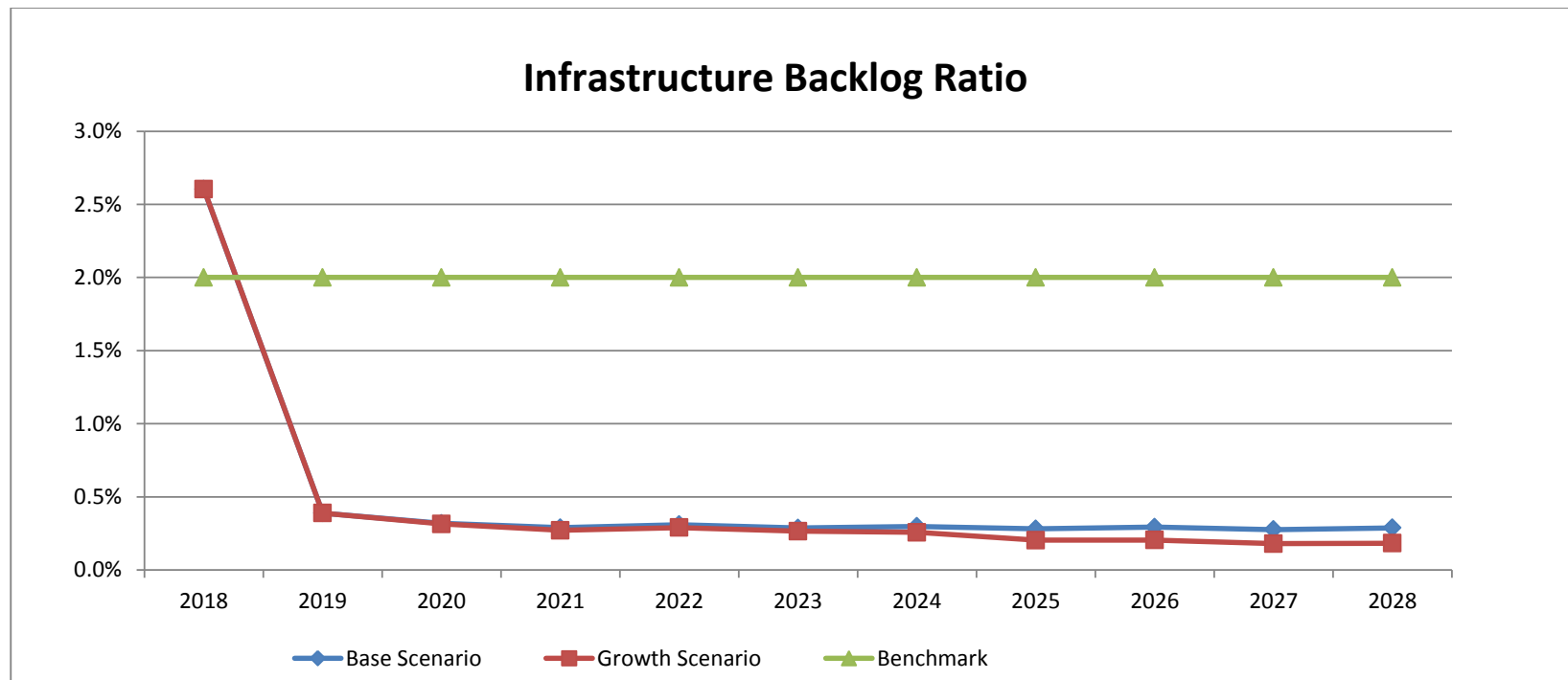
The Growth Scenario indicates the Asset Maintenance Ratio will deteriorate over the next 10 years, falling well below the 100% targeted benchmark. This will need to be corrected with a reallocation of funding from Asset Renewal (currently well above the targeted benchmark of 100%) to Asset Maintenance.

ITEM 3 (continued)

Infrastructure Backlog Ratio

This ratio shows what proportion the infrastructure backlog is against the total value of a council’s infrastructure. ‘Backlog’ is defined as the sum of Condition 5 (Poor Condition) Assets in Council’s infrastructure asset network.

The benchmark is less than 2%.



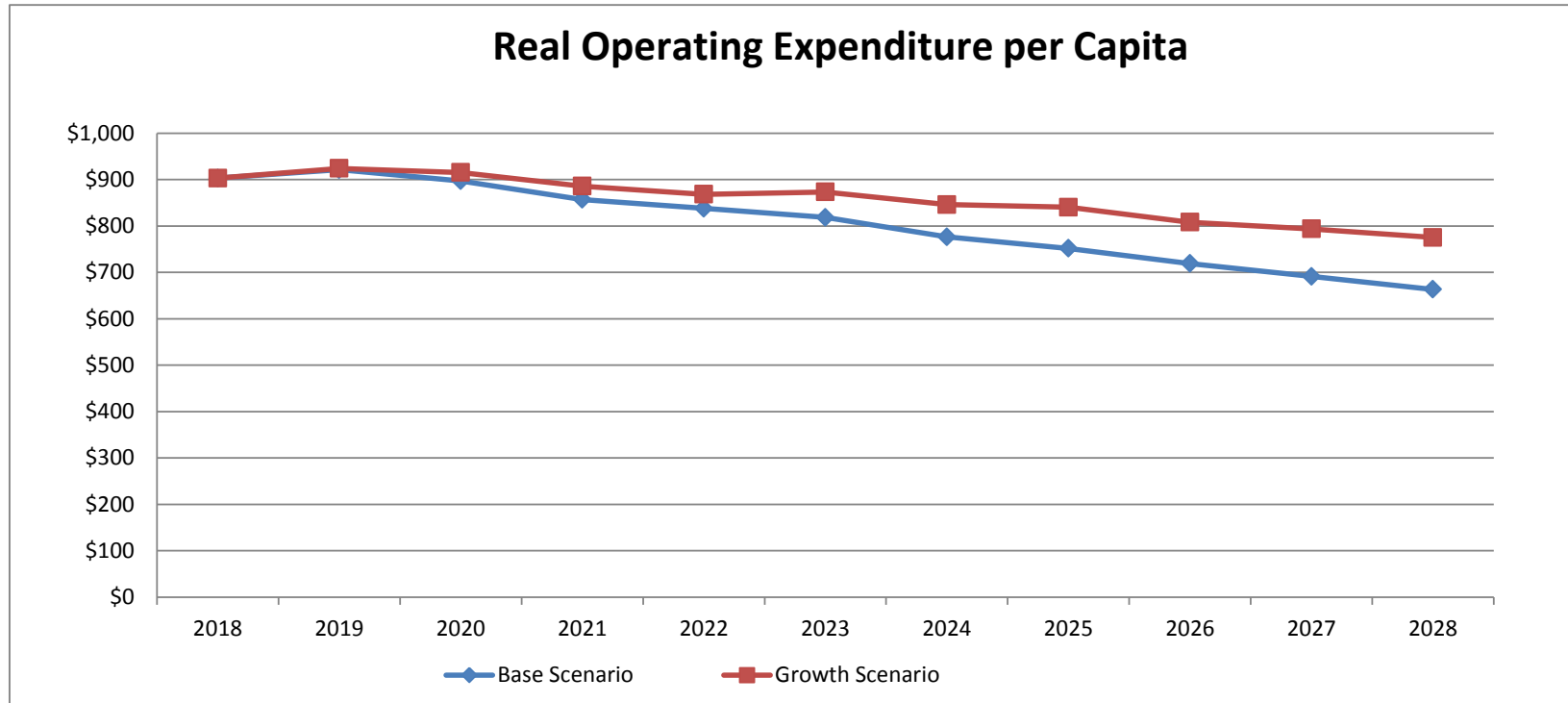
Note:

Council is expecting to achieve its Infrastructure Backlog Ratio target of less than 2% by 2019/20. Beyond that year, the backlog ratio will continue to achieve its target throughout the life of the LTFP. This positive outlook has the potential to ‘free up’ funds for purposes other than targeting Condition 5 Assets.

ITEM 3 (continued)

Real Operating Expenditure Per Capita

This figure is a function of both total operating expenses and population.
The benchmark is for a declining trend over time.



ITEM 3 (continued)**Conclusion**

In this Long Term Financial Plan, Council has outlined 2 Scenarios (each with underlying assumptions) that affect Council's financial sustainability in slightly different ways. Those Scenarios are as follows:

- Scenario 1 - This scenario is predicated on existing services remaining largely the same over the next 10 years with a primary reliance on developer and internal reserve funded capital works, and the ongoing SRV income stream funding the renewal of existing assets.
- Scenario 2 - This Scenario is predicated on available data indicating an additional population of 25,000 by 2028 with a direct correlation between population growth and service provision (both capital and operating) and incorporates an efficiency dividend principally the result of Council's focus on long term financial sustainability and the opportunities that are likely to transpire through economies of scale, asset optimisation and the use of technology over time.

The analysis in this Plan concentrates on the impacts of growth and measures those impacts against the State Government's 'Fit for the Future' benchmarks over the next 10 years. This Plan acknowledges that long term financial forecasting has its limitations. Detailed assumptions, impacts and sensitivity analysis accompany the Plan in an attempt to put the modelled outcomes into perspective.

Whilst both Scenarios have varying degrees of validity, Scenario 2 is considered the most probable scenario and as such will be used as a high level guide to assist in financial decision making from 2019/20 onwards.

Note:

For completeness, and so that readers of this LTFP can assess council's overall financial position, the projected financial statements for both Scenarios are presented in **Attachment 1** to this document.

ATTACHMENT 1

BASE CASE SCENARIO - FINANCIAL STATEMENTS

Ryde City Council 10 Year Financial Plan for the Years ending 30 June 2028											
2018/2019 to 2027/2028 Base Case Scenario											
INCOME STATEMENT - CONSOLIDATED	Approved Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
REVENUE FROM CONTINUING OPERATIONS											
Rates and annual charges	83,350	87,949	89,850	91,792	94,151	96,464	98,945	101,491	104,102	106,782	109,531
User charges and fees	17,634	17,863	18,256	18,658	19,143	19,640	20,151	20,675	21,213	21,764	22,330
Interest and investment revenue	5,685	4,574	5,265	5,377	5,482	5,679	6,085	6,561	7,113	7,782	8,740
Other revenues	9,740	12,538	10,979	11,576	11,970	14,407	14,762	15,128	15,579	16,253	16,664
Grants & contributions - Operating	5,594	7,360	7,478	7,642	7,841	8,045	8,254	8,469	8,689	8,915	9,147
Grants & contributions - Capital	26,416	20,780	15,414	12,414	10,420	10,431	10,442	13,454	15,465	20,478	18,490
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL INCOME FROM CONTINUING OPERATIONS	148,419	151,064	147,241	147,459	149,007	154,667	158,640	165,777	172,161	181,973	184,901
EXPENSES FROM CONTINUING OPERATIONS											
Employee benefits and on-costs	46,816	49,974	51,305	52,633	54,002	55,406	56,847	58,325	59,841	61,397	62,993
Borrowing costs	146	133	315	586	751	669	584	495	417	336	251
Materials and contracts	32,558	34,329	33,227	34,272	33,933	35,187	36,097	37,732	37,992	38,979	39,993
Depreciation and amortisation	16,295	19,416	19,902	20,399	20,909	22,222	22,777	23,347	23,931	24,529	25,142
Impairment											
Other expenses	19,898	18,124	18,563	18,992	19,480	20,370	18,739	19,264	19,804	20,360	20,933
Interest and Investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL EXPENSES FROM CONTINUING OPERATIONS	115,713	121,975	123,311	126,883	129,076	133,854	135,044	139,163	141,985	145,600	149,312
OPERATING RESULT FROM CONTINUING OPERATIONS	32,706	29,088	23,930	20,576	19,931	20,813	23,595	26,615	30,176	36,372	35,590
OPERATING RESULT FROM DISCONTINUED OPERATIONS											
NET OPERATING RESULT FOR THE YEAR	32,706	29,088	23,930	20,576	19,931	20,813	23,595	26,615	30,176	36,372	35,590
Attributable to:											
Council	32,706	29,088	23,930	20,576	19,931	20,813	23,595	26,615	30,176	36,372	35,590
Minority interests											
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	6,290	8,308	8,516	8,162	9,511	10,382	13,153	13,161	14,711	15,895	17,100

ITEM 3 (continued)

ATTACHMENT 5

Ryde City Council
10 Year Financial Plan for the Years ending 30 June 2028

2018/2019 to 2027/2028
Base Case Scenario

BALANCE SHEET - CONSOLIDATED	Approved Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
BALANCE SHEET												
CURRENT ASSETS												
<i>Opening</i>												
Cash and cash equivalents	6,823	7,523	7,854	7,990	8,006	8,036	8,451	9,050	9,891	10,813	12,032	13,157
Investments	89,250	98,411	102,732	104,511	104,729	105,119	110,546	118,382	129,386	141,441	157,392	172,099
Receivables	11,125	3,255	4,685	4,781	4,885	5,010	5,134	5,267	5,402	5,542	5,685	5,831
Inventories	894	894	894	894	894	894	894	894	894	894	894	894
Other	2,795	2,795	2,795	2,795	2,795	2,795	2,795	2,795	2,795	2,795	2,795	2,795
Non-current assets classified as held for sale												
TOTAL CURRENT ASSETS	110,887	112,878	118,959	120,970	121,309	121,854	127,820	136,388	148,369	161,485	178,798	194,776
NON-CURRENT ASSETS												
Investments	90,379	99,656	104,031	105,833	106,054	106,449	111,944	119,880	131,023	143,230	159,383	174,276
Receivables	72	1,456	30	31	32	32	33	34	35	36	37	38
Inventories												
Infrastructure, property, plant and equipment	1,152,904	1,181,118	1,205,141	1,233,138	1,262,484	1,286,895	1,294,244	1,302,124	1,307,359	1,315,135	1,320,146	1,328,205
Investments accounted for using equity method												
Investment property	115,540	115,540	115,540	115,540	115,540	115,540	115,540	115,540	115,540	115,540	115,540	115,540
Intangible assets												
Other												
TOTAL NON CURRENT ASSETS	1,358,895	1,397,770	1,424,742	1,454,541	1,484,109	1,508,916	1,521,762	1,537,578	1,553,957	1,573,941	1,595,105	1,618,059
TOTAL ASSETS	1,469,782	1,510,649	1,543,701	1,575,512	1,605,419	1,630,769	1,649,582	1,673,966	1,702,326	1,735,426	1,773,903	1,812,835
CURRENT LIABILITIES												
Payables	24,714	30,691	31,716	32,962	34,110	33,354	29,798	29,009	28,841	29,782	29,872	31,207
Borrowings	891	951	698	1,228	1,654	1,736	1,821	1,579	1,610	1,663	1,776	
Provisions	12,516	15,283	18,236	21,268	24,379	27,570	30,844	34,204	37,651	41,187	44,815	48,538
TOTAL CURRENT LIABILITIES	38,121	46,925	50,650	55,458	60,142	62,660	62,463	64,792	68,101	72,632	76,464	79,745
NON-CURRENT LIABILITIES												
Payables		44	240	249	258	252	225	220	218	225	226	236
Borrowings	2,620	1,896	1,898	4,920	9,516	12,380	10,559	8,980	7,370	5,707	3,931	3,931
Provisions	170	208	248	289	331	374	419	465	511	559	609	659
TOTAL NON-CURRENT LIABILITIES	2,790	2,147	2,386	5,458	10,105	13,007	11,204	9,664	8,100	6,492	4,766	4,826
TOTAL LIABILITIES	40,911	49,072	53,036	60,916	70,247	75,667	73,667	74,456	76,201	79,124	81,230	84,571
NET ASSETS	1,428,871	1,461,577	1,490,665	1,514,595	1,535,171	1,555,102	1,575,915	1,599,510	1,626,125	1,656,301	1,692,674	1,728,263
EQUITY												
Retained earnings	1,236,008	1,268,714	1,297,802	1,321,732	1,342,308	1,362,239	1,383,052	1,406,647	1,433,262	1,463,438	1,499,811	1,535,400
Revaluation Reserves	192,863	192,863	192,863	192,863	192,863	192,863	192,863	192,863	192,863	192,863	192,863	192,863
Council equity interest	1,428,871	1,461,577	1,490,665	1,514,595	1,535,171	1,555,102	1,575,915	1,599,510	1,626,125	1,656,301	1,692,674	1,728,263
Minority equity interests												
TOTAL EQUITY	1,428,871	1,461,577	1,490,665	1,514,595	1,535,171	1,555,102	1,575,915	1,599,510	1,626,125	1,656,301	1,692,674	1,728,263

ITEM 3 (continued)

ATTACHMENT 5

Ryde City Council 10 Year Financial Plan for the Years ending 30 June 2028 2018/2019 to 2027/2028 Base Case Scenario												
CASH FLOW STATEMENT - CONSOLIDATED	Approved Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected		
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
CASH FLOWS FROM OPERATING ACTIVITIES												
	<i>Opening</i>											
Receipts												
Rates and Annual Charges	77,400	89,836	87,945	89,753	91,688	94,025	96,339	98,812	101,354	103,962	106,638	109,383
User Charges and Fees	18,604	17,634	17,863	18,256	18,658	19,143	19,640	20,151	20,675	21,213	21,764	22,330
Investment and Interest Revenue Received	5,555	5,685	4,574	5,265	5,377	5,482	5,679	6,085	6,561	7,113	7,782	8,740
Grants and Contributions	34,214	32,010	28,140	22,892	20,056	18,261	18,476	18,696	21,922	24,154	29,392	27,637
Bonds, Deposits and Retention amounts received	3,346											
Other	8,919	9,740	12,538	10,979	11,576	11,970	14,407	14,762	15,128	15,579	16,253	16,664
Payments												
Employee benefits and on-costs	(43,503)	(44,012)	(46,980)	(48,232)	(49,481)	(50,767)	(52,087)	(53,441)	(54,831)	(56,256)	(57,719)	(59,220)
Materials and contracts	(32,714)	(26,538)	(33,107)	(31,972)	(33,115)	(34,694)	(38,770)	(36,893)	(37,901)	(37,044)	(38,888)	(38,648)
Borrowing costs	(144)	(146)	(133)	(315)	(586)	(751)	(669)	(584)	(495)	(417)	(336)	(251)
Deposits and retentions	(3,579)											
Other	(14,975)	(19,898)	(18,124)	(18,563)	(18,992)	(19,480)	(20,370)	(18,739)	(19,264)	(19,804)	(20,360)	(20,933)
Net cash provided from (or used) in operating activities	53,123	64,311	52,716	48,063	45,180	43,188	42,645	48,849	53,150	58,499	64,526	65,702
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Sale of investments	57,301											
Sale of infrastructure, property, plant and equipment	1,325	1,259	1,200	1,200	1,250	1,325	1,359	1,395	1,431	1,468	1,506	1,546
Sale of interests in joint ventures/associates												
Proceeds from boundary Adjustment												
Other												
Payments												
Purchase of investments	(68,276)	(18,438)	(8,695)	(3,581)	(440)	(784)	(10,923)	(15,772)	(22,147)	(24,262)	(32,104)	(29,600)
Purchase of property, plant and equipment	(45,249)	(45,767)	(44,639)	(49,099)	(50,995)	(46,645)	(30,931)	(32,052)	(30,013)	(33,174)	(31,046)	(34,747)
Purchase of interests in joint ventures/associates												
Other												
Net cash provided from (or used in) investing activities	(54,899)	(62,947)	(52,134)	(51,479)	(50,185)	(46,104)	(40,494)	(46,429)	(50,729)	(55,968)	(61,643)	(62,801)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Borrowings and advances		250	700	4,250	6,250	4,600						
Other												
Payments												
Borrowings and advances repaid	(865)	(914)	(951)	(698)	(1,228)	(1,654)	(1,736)	(1,821)	(1,579)	(1,610)	(1,663)	(1,776)
Lease liabilities												
Other												
Net cash provided from (or used in) financing activities	(865)	(664)	(251)	3,552	5,022	2,946	(1,736)	(1,821)	(1,579)	(1,610)	(1,663)	(1,776)
<i>Net increase/(decrease) in cash & cash equivalents</i>	<i>(2,641)</i>	<i>700</i>	<i>330</i>	<i>136</i>	<i>17</i>	<i>30</i>	<i>415</i>	<i>599</i>	<i>841</i>	<i>922</i>	<i>1,219</i>	<i>1,124</i>
<i>Cash & cash equivalents at beginning reporting period</i>	<i>9,464</i>	<i>6,823</i>	<i>7,523</i>	<i>7,854</i>	<i>7,990</i>	<i>8,006</i>	<i>8,036</i>	<i>8,451</i>	<i>9,050</i>	<i>9,891</i>	<i>10,813</i>	<i>12,032</i>
Cash & Cash Equivalents at end of Reporting Period	6,823	7,523	7,854	7,990	8,006	8,036	8,451	9,050	9,891	10,813	12,032	13,157
<i>plus: Investments on hand - EOY</i>	<i>179,629</i>	<i>198,067</i>	<i>206,763</i>	<i>210,343</i>	<i>210,783</i>	<i>211,567</i>	<i>222,490</i>	<i>238,262</i>	<i>260,409</i>	<i>284,671</i>	<i>316,775</i>	<i>346,374</i>
Total Cash, Cash Equivalents and Investments	186,452	205,591	214,616	218,333	218,790	219,603	230,941	247,312	270,301	295,484	328,807	359,531

GROWTH CASE SCENARIO - FINANCIAL STATEMENTS

Ryde City Council 10 Year Financial Plan for the Years ending 30 June 2028											
2018/2019 to 2027/2028 Growth Scenario											
INCOME STATEMENT - CONSOLIDATED	Approved Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
REVENUE FROM CONTINUING OPERATIONS											
Rates and annual charges	83,350	87,949	91,338	94,859	98,909	103,018	107,419	112,008	116,793	121,785	126,990
User charges and fees	17,634	17,863	18,559	19,281	20,110	20,975	21,877	22,818	23,799	24,822	25,889
Interest and investment revenue	5,685	4,574	5,281	5,161	5,272	5,326	6,069	6,592	6,604	7,050	7,670
Other revenues	9,740	12,738	13,514	14,403	14,893	24,850	26,103	26,752	27,549	28,741	29,467
Grants & contributions - Operating	5,594	7,360	7,478	7,642	7,841	8,045	8,254	8,469	8,689	8,915	9,147
Grants & contributions - Capital	26,416	20,780	15,414	12,414	10,420	10,431	10,442	13,454	15,465	20,478	18,490
In-Kind Contributions - Capital (non-cash)		856	28,709	2,445	11,688	63,184	187,088	35,824	83,764	25,000	133,179
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL INCOME FROM CONTINUING OPERATIONS	148,419	152,120	180,293	156,205	169,134	235,829	367,252	225,916	282,664	236,789	350,832
EXPENSES FROM CONTINUING OPERATIONS											
Employee benefits and on-costs	46,816	49,974	52,332	54,684	56,482	58,511	60,352	62,441	64,406	66,359	68,734
Borrowing costs	146	133	315	586	751	669	584	495	417	336	251
Materials and contracts	32,558	34,518	33,195	34,451	34,362	36,360	38,033	40,656	42,048	44,491	47,266
Depreciation and amortisation	16,295	19,416	20,518	21,394	21,490	22,962	24,146	26,269	25,090	26,285	26,231
Impairment											
Other expenses	19,898	18,307	19,466	20,046	20,675	24,329	24,032	25,745	27,615	29,697	32,030
Interest and Investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
TOTAL EXPENSES FROM CONTINUING OPERATIONS	115,713	122,348	125,827	131,162	133,761	142,831	147,147	155,606	159,577	167,167	174,513
OPERATING RESULT FROM CONTINUING OPERATIONS	32,706	29,772	54,465	25,043	35,373	92,998	220,105	70,309	123,087	69,622	176,319
OPERATING RESULT FROM DISCONTINUED OPERATIONS											
NET OPERATING RESULT FOR THE YEAR	32,706	29,772	54,465	25,043	35,373	92,998	220,105	70,309	123,087	69,622	176,319
Attributable to:											
Council	32,706	29,772	54,465	25,043	35,373	92,998	220,105	70,309	123,087	69,622	176,319
Minority interests											
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS	6,290	8,136	10,343	10,185	13,265	19,383	22,575	21,031	23,857	24,145	24,650

ITEM 3 (continued)

ATTACHMENT 5

Ryde City Council
10 Year Financial Plan for the Years ending 30 June 2028

2018/2019 to 2027/2028
Growth Case Scenario

BALANCE SHEET - CONSOLIDATED

BALANCE SHEET
CURRENT ASSETS

	Approved Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<i>Opening</i>												
Cash and cash equivalents	6,823	7,523	7,588	7,597	7,357	7,408	8,409	9,971	9,586	10,419	10,930	12,722
Investments	89,250	98,411	99,260	99,373	96,232	96,904	110,000	130,433	125,390	136,284	142,970	166,417
Receivables	11,125	3,255	4,685	4,852	5,034	5,243	5,457	5,685	5,922	6,170	6,428	6,696
Inventories	894	894	894	894	894	894	894	894	894	894	894	894
Other	2,795	2,795	2,795	2,795	2,795	2,795	2,795	2,795	2,795	2,795	2,795	2,795
Non-current assets classified as held for sale												
TOTAL CURRENT ASSETS	110,887	112,879	115,222	115,511	112,312	113,244	127,555	149,778	144,587	156,562	164,017	189,524

NON-CURRENT ASSETS

Investments	90,379	99,656	100,515	100,630	97,450	98,129	111,391	132,083	126,976	138,008	144,779	168,522
Receivables	72	1,456	30	31	33	34	35	37	38	40	42	43
Inventories												
Infrastructure, property, plant and equipment	1,152,904	1,181,117	1,215,847	1,286,910	1,320,541	1,360,992	1,439,604	1,656,715	1,709,574	1,819,128	1,863,880	2,018,888
Investments accounted for using equity method												
Investment property	115,540	115,540	115,540	115,540	115,540	115,540	115,540	115,540	115,540	115,540	115,540	115,540
Intangible assets												
Other												
TOTAL NON CURRENT ASSETS	1,358,895	1,397,770	1,431,933	1,503,112	1,533,563	1,574,695	1,666,571	1,904,375	1,952,129	2,072,716	2,124,241	2,302,993

TOTAL ASSETS**CURRENT LIABILITIES**

Payables	24,714	30,691	34,466	44,704	38,661	39,019	50,353	88,196	58,513	65,686	52,829	78,235
Borrowings	891	951	698	1,228	1,654	1,736	1,821	1,579	1,610	1,663	1,776	
Provisions	12,516	15,283	18,236	21,329	24,560	27,898	31,356	34,923	38,613	42,419	46,341	50,403
TOTAL CURRENT LIABILITIES	38,121	46,924	53,399	67,261	64,875	68,653	83,530	124,698	98,736	109,768	100,946	128,638

NON-CURRENT LIABILITIES

Payables		44	261	338	293	295	381	667	443	497	400	592
Borrowings	2,620	1,896	1,898	4,920	9,516	12,380	10,559	8,980	7,370	5,707	3,931	3,931
Provisions	170	208	248	290	334	379	426	474	524	576	629	685
TOTAL NON-CURRENT LIABILITIES	2,790	2,147	2,407	5,548	10,142	13,055	11,366	10,122	8,337	6,781	4,960	5,208

TOTAL LIABILITIES**NET ASSETS****EQUITY**

Retained earnings	1,236,008	1,268,714	1,298,486	1,352,951	1,377,995	1,413,368	1,506,366	1,726,471	1,796,780	1,919,867	1,989,489	2,165,808
Revaluation Reserves	192,863	192,863	192,863	192,863	192,863	192,863	192,863	192,863	192,863	192,863	192,863	192,863
Council equity interest	1,428,871	1,461,577	1,491,349	1,545,814	1,570,858	1,606,231	1,699,229	1,919,334	1,989,643	2,112,730	2,182,352	2,358,671
Minority equity interests												
TOTAL EQUITY	1,428,871	1,461,577	1,491,349	1,545,814	1,570,858	1,606,231	1,699,229	1,919,334	1,989,643	2,112,730	2,182,352	2,358,671

ITEM 3 (continued)

ATTACHMENT 5

Ryde City Council 10 Year Financial Plan for the Years ending 30 June 2028 2018/2019 to 2027/2028 Growth Case Scenario												
CASH FLOW STATEMENT - CONSOLIDATED	Approved Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
CASH FLOWS FROM OPERATING ACTIVITIES												
	<i>Opening</i>											
Receipts												
Rates and Annual Charges	77,400	89,836	87,945	91,170	94,676	98,699	102,803	107,190	111,769	116,544	121,525	126,719
User Charges and Fees	18,604	17,634	17,863	18,559	19,281	20,110	20,975	21,877	22,818	23,799	24,822	25,889
Investment and Interest Revenue Received	5,555	5,685	4,574	5,281	5,161	5,272	5,326	6,069	6,592	6,604	7,050	7,670
Grants and Contributions	34,214	32,010	28,140	22,892	20,056	18,261	18,476	18,696	21,922	24,154	29,392	27,637
Bonds, Deposits and Retention amounts received	3,346											
Other	8,919	9,740	12,738	13,514	14,403	14,893	24,850	26,103	26,752	27,549	28,741	29,467
Payments												
Employee benefits and on-costs	(43,503)	(44,012)	(46,980)	(49,198)	(51,408)	(53,099)	(55,006)	(56,737)	(58,701)	(60,548)	(62,384)	(64,617)
Materials and contracts	(32,714)	(26,538)	(30,526)	(22,880)	(40,540)	(34,002)	(24,940)	96	(70,563)	(34,821)	(57,445)	(21,667)
Borrowing costs	(144)	(146)	(133)	(315)	(586)	(751)	(669)	(584)	(495)	(417)	(336)	(251)
Deposits and retentions	(3,579)											
Other	(14,975)	(19,898)	(18,307)	(19,466)	(20,046)	(20,675)	(24,329)	(24,032)	(25,745)	(27,615)	(29,697)	(32,030)
Net cash provided from (or used) in operating activities	53,123	64,311	55,313	59,557	40,996	48,709	67,485	98,678	34,348	75,249	61,668	98,817
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Sale of investments	57,301				6,322				10,150			
Sale of infrastructure, property, plant and equipment	1,325	1,259	1,200	1,200	1,250	1,325	1,359	1,395	1,431	1,468	1,506	1,546
Sale of interests in joint ventures/associates												
Proceeds from boundary Adjustment												
Other												
Payments												
Purchase of investments	(68,276)	(18,439)	(1,707)	(229)		(1,351)	(26,358)	(41,125)		(21,926)	(13,457)	(47,189)
Purchase of property, plant and equipment	(45,249)	(45,767)	(54,490)	(64,072)	(53,830)	(51,578)	(39,750)	(55,564)	(44,735)	(52,348)	(47,544)	(49,605)
Purchase of interests in joint ventures/associates												
Other												
Net cash provided from (or used in) investing activities	(54,899)	(62,947)	(54,997)	(63,101)	(46,258)	(51,604)	(64,748)	(95,295)	(33,154)	(72,806)	(59,494)	(95,248)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Borrowings and advances		250	700	4,250	6,250	4,600						
Other												
Payments												
Borrowings and advances repaid	(865)	(914)	(951)	(698)	(1,228)	(1,654)	(1,736)	(1,821)	(1,579)	(1,610)	(1,663)	(1,776)
Lease liabilities												
Other												
Net cash provided from (or used in) financing activities	(865)	(664)	(251)	3,552	5,022	2,946	(1,736)	(1,821)	(1,579)	(1,610)	(1,663)	(1,776)
<i>Net increase/(decrease) in cash & cash equivalents</i>	<i>(2,641)</i>	<i>700</i>	<i>65</i>	<i>9</i>	<i>(240)</i>	<i>51</i>	<i>1,001</i>	<i>1,562</i>	<i>(386)</i>	<i>833</i>	<i>511</i>	<i>1,792</i>
<i>Cash & cash equivalents at beginning reporting period</i>	<i>9,464</i>	<i>6,823</i>	<i>7,523</i>	<i>7,588</i>	<i>7,597</i>	<i>7,357</i>	<i>7,408</i>	<i>8,409</i>	<i>9,971</i>	<i>9,586</i>	<i>10,419</i>	<i>10,930</i>
Cash & Cash Equivalents at end of Reporting Period	6,823	7,523	7,588	7,597	7,357	7,408	8,409	9,971	9,586	10,419	10,930	12,722
<i>plus: Investments on hand - EOY</i>	<i>179,629</i>	<i>198,068</i>	<i>199,775</i>	<i>200,004</i>	<i>193,682</i>	<i>195,033</i>	<i>221,391</i>	<i>262,516</i>	<i>252,367</i>	<i>274,293</i>	<i>287,749</i>	<i>334,938</i>
Total Cash, Cash Equivalents and Investments	186,452	205,591	207,363	207,600	201,039	202,441	229,800	272,488	261,952	284,711	298,679	347,661



City of Ryde

Draft Workforce Plan 2018 - 2022

ITEM 3 (continued)

1. About City of Ryde



The City of Ryde provides a wide range of high quality facilities and services to a diverse community of around 126,000 people. This Workforce Plan acknowledges that all City of Ryde employees play an important part in achieving the aspirations as espoused in Council’s Community Strategic Plan (CSP).

Ryde is committed to working internally to align its structure, systems, focus and performance to the 7 Outcomes contained within its CSP. We are working to ensure that our 7 Outcomes complement and mould current and future planning, and that they will seamlessly work across all levels of government, business and community organisations to deliver one vision for the future of our city - ***the place to be for lifestyle and opportunity @ your doorstep.***

The 7 Outcomes are as follows:

1. Our Vibrant and Liveable City
2. Our Active and Healthy City
3. Our Natural and Sustainable City
4. Our Smart and Innovative City
5. Our Connected and Accessible City
6. Our Diverse and Inclusive City
7. Our Open and Progressive City

People strategies within the Workforce Plan align with the following Community Strategic Plan Outcome:

Outcome	7. Our Open and Progressive City.
Priority	Well Led, Financially Sustainable <i>Transparent, responsible leadership and governance</i>



The City of Ryde’s brand and culture attracts new employees and supports the retention of existing staff

ITEM 3 (continued)

2. The Workforce Plan at a Glance



2.1 What is a workforce plan?

Workforce management planning identifies the human resources and skills required to deliver on the medium to long-term strategic direction of the community, as outlined in the Community Strategic Plan. The Workforce Plan is one of several council-focused resourcing plans, with the Workforce Plan specifically identifying and developing strategies to ensure the resources employed by Council are available in the right place, at the right time, using the right skills.

The Workforce Plan partners with Council's Asset Management Plans, Information and Communications Technology Plan* and Long Term Financial Plan to identify the resources required to activate the community's vision and achieve the outcomes set out in the Community Strategic Plan.

2.2 Why does Council prepare a workforce plan?

Council needs to know it has the capacity and capability to deliver its city strategies, plans, programs and key services. If it doesn't have the capacity or capability then the plans are unrealistic, and the city will fail to develop into the type of community that its residents desire.

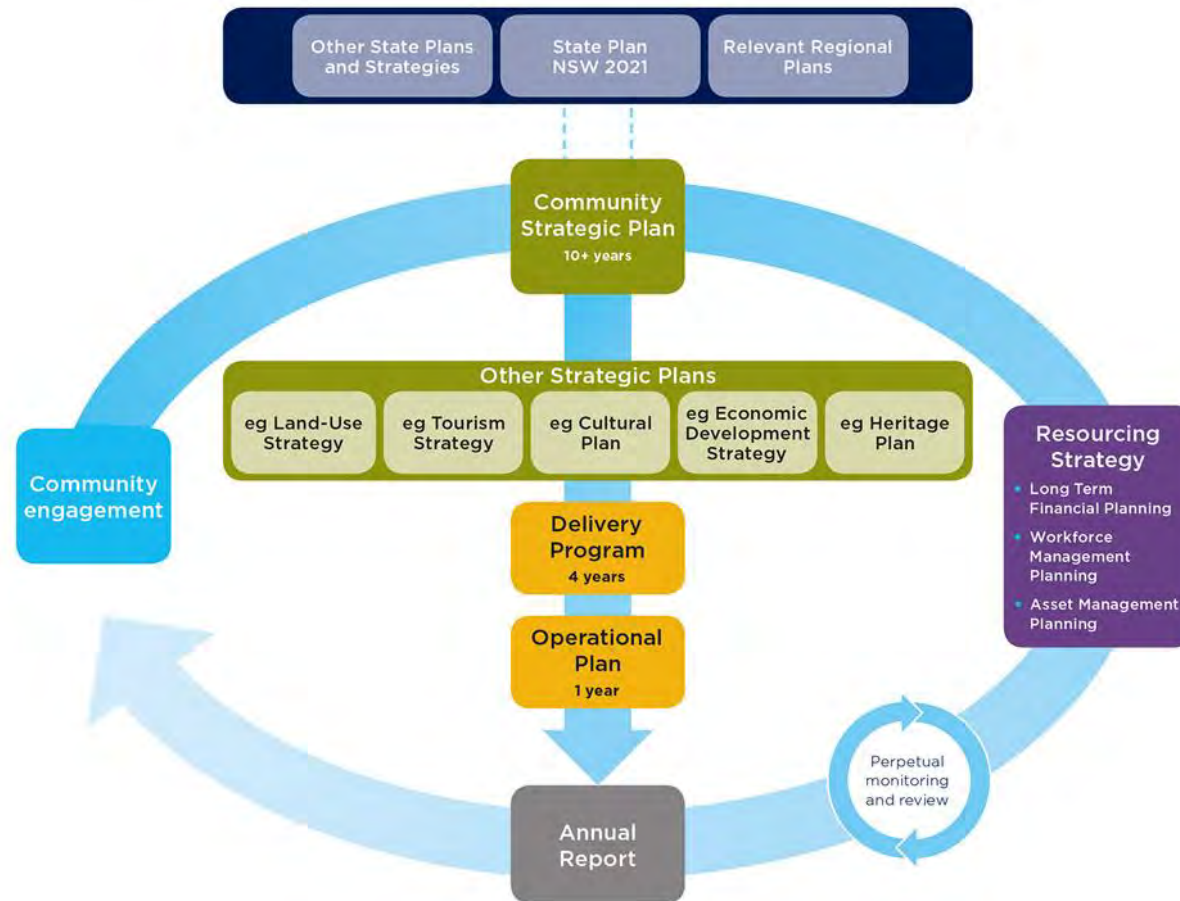
This Workforce Plan helps Council plan its human resource requirements for the next 4 years, and plan what needs to occur to ensure the necessary staff resources are in place when they are needed.

Having a Workforce Plan is a legislative requirement of the New South Wales Government's Integrated Planning and Reporting Framework. More importantly, a Workforce Plan is good business practice and has the potential to shape positive outcomes for all employees of the City of Ryde.

The diagram over the page (from the NSW Department of Premier and Cabinet's Integrated Planning and Reporting Guidelines) demonstrates the linkages between Council's Resourcing Strategy, the Community Strategic Plan and Council's Delivery Plan and Operational Plan.

In addition, the Local Government Act 1993 requires Council to develop and implement an Equal Employment Opportunity Plan. This Workforce Plan should be read in conjunction with Council's Equal Employment Opportunity and Diversity Management Plan 2018-2021.

** Council has added a fourth Resourcing Plan to its Resource Strategy – an Information and Communications Technology Plan. As outlined in each of the four documents comprising City of Ryde's Resourcing Strategy, continual review of these plans will be required to ensure the direction of Council is meeting the aspirations of our community and that these services are delivered in a manner that provides 'best value' returns to its customers.*



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ITEM 3 (continued)

3. What Influences the Development of the Workforce Plan?

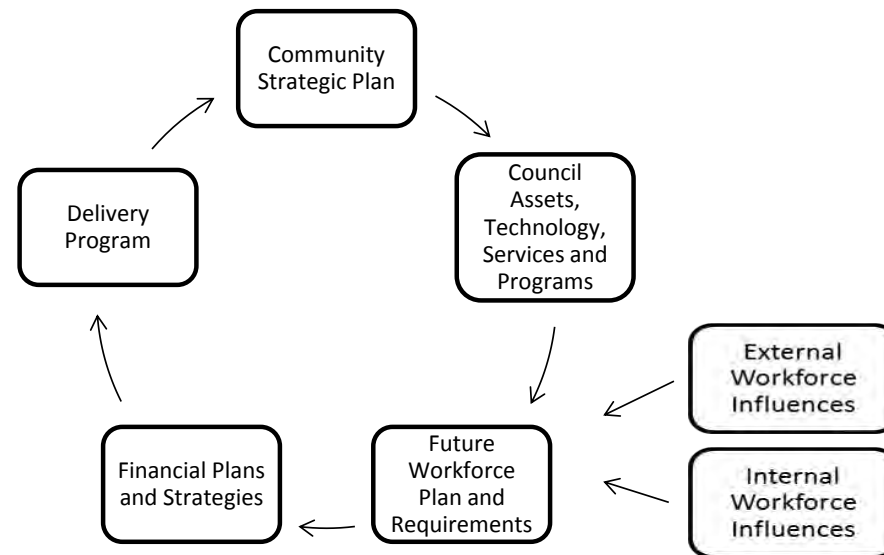


Lifestyle and opportunity @your doorstep is the vision of the City of Ryde’s Community Strategic Plan. This is the driving document behind the Workforce Plan and all other Council plans. The Community Strategic Plan has been developed in partnership with the community to identify its residents’ aspirations and priorities for the next ten years and beyond. In addition, the plan is influenced by Federal and State Plans where they impact the city.

To successfully implement the Community Strategic Plan over the long term, Council must use the best mix of the resources: its people, assets, technology and money, in an efficient and financially sustainable manner. In addition to the Workforce Plan, Council has three other resourcing strategies, the Asset Management Plan (and Sub Plans) which sets out how it will manage its assets, the Information and Communications Technology Plan which sets out how technology will enable for efficient and effective services, and the Long Term Financial Plan which outlines the financial resources required and how those resources will be used. All these plans must work together if we are to implement the Community Strategic Plan and achieve the city’s aspirations.

Council’s Delivery Program flows from these plans and sets out what the City of Ryde will do to progress the priorities in the Community Strategic Plan over the next four years.

From a workforce perspective, the following diagram demonstrates how these plans inform and influence each other. The Workforce Plan draws on information from these plans and assesses internal and external workforce influences, such as labour supply and demand, to shape the type, size and skill set of Council’s workforce. The right workforce is a critical element to delivering each of these plans.



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ITEM 3 (continued)**3.1 How does this plan relate to other Council plans and strategies?**

The Workforce Plan is also responsible for providing the right workforce at the right time to activate specific strategies and plans. Without the appropriate mix of staff resources to implement these plans, Council will have to rely more heavily on external partners and the community in general or there is potential that these strategies will fail through lack of adequate delivery mechanisms.

3.2 How was the City of Ryde Workforce Plan developed?

In the next ten years a lot could happen in global, national and state economies. Changes can occur locally as external factors influence local priorities. The community's aspirations and priorities may also change over time. In order to project future resource requirements, Council has had to make assumptions about what is likely to impact on the workforce over the next ten years including estimated growth in the population, services required by the community, infrastructure requirements, strategic direction and opportunities for service delivery, technology and process efficiencies .

In developing the Workforce Plan, facilitated workshops were undertaken with staff during 2017 to review the current workforce challenges and project future workforce requirements. Council considered a number of questions such as:

- What will be the impact of Local Government Sector profiles and trends?
- What can Council do to deliver the community aspirations?
- What will be the impact of growth over the next ten years?
- How will State plans and policies impact Council's workforce?
- What are the community's expectations for the quantity and quality of Council projects, services and programs?
- Are there community demands to change services, add new services or programs or stop delivering some services?
- How can Council best use and look after its assets to enable programs and services to be delivered?
- How will Council resource the projects, services and programs desired by the community?
- What staff resources are currently used to deliver these projects, programs and services?
- What staff resources and particular skills will be required to deliver future projects, programs and services?
- Where are the current resource gaps?
- What are the internal and external barriers to resolving these gaps?
- What strategies can Council adopt and what actions must it take to ensure City of Ryde attracts and retains the right workforce to deliver the community's aspirations?

[Click here to enter text.](#)

ITEM 3 (continued)**3.5 Implementation, Monitoring and Review**

The People and Culture Department is responsible for coordinating the implementation of the Workforce Plan. A four year list of priorities is developed, and funding is allocated through the Delivery Plan and annual budget processes respectively.

The impact of the strategies and actions outlined in this plan are monitored and reported through the Delivery Plan. These performance indicators are also summarised later in this plan.

As a minimum, the Workforce Strategy will be subject to a major review every four years. The Council's employment environment is constantly changing and evolving, being shaped by external factors such as legislative change, the employment market and budget allocations. Accordingly, this plan needs to be a living document and, notwithstanding the scheduled major review, the plan will be amended as required to reflect changing workforce, community and Council priorities.



[Click here to enter text.](#)

ITEM 3 (continued)

4. Local Government Sector

4.1 Local Government profile and trends

Local government is a unique employment sector offering diverse and challenging career opportunities across a broad spectrum of skill sets. However, the sector is subject to changing workforce requirements and must evolve and develop strategies to manage challenges such as an ageing workforce, skill shortages and a relatively poor perception of the local government career path.

While challenges such as an ageing workforce are not isolated to local government and are indeed a global issue, strong consideration must be given to planning and preparing for the future workforce.

The local government sector is progressively acknowledging and embracing the benefits of workforce planning as an effective measure to anticipate and address labour requirements and skill shortages. This is evidenced within the 2012-13 ACELG Workforce Survey, indicating that over 85% of local governments surveyed had either implemented a plan, or were in the process of developing one at the time of the survey. It should be noted that while workforce planning is mandatory in both NSW and WA, the results were consistent for local governments in the non-mandatory states of Victoria and Queensland.

Councils that take a proactive and long-term approach to retaining, attracting and developing a skilled workforce will be more sustainable in an increasingly competitive labour environment. Undertaking the appropriate planning and investment will ensure the sector remains well-resourced and can continue to deliver a diverse suite of services while maintaining the communities high level of expectation.

4.2 Local environment and emerging trends

The NSW local government sector consists of approximately 45,000 full time equivalent employees with many regional councils being the town's single largest employer. While there is great diversity in the size and function of councils across NSW, each is forced to manage similar workforce challenges regardless of their location. Research undertaken as part of the NSW Local Government Workforce Strategy in 2015 indicates that these challenges included, in order of significance:

1. Ageing workforce
2. Uncertainty due to possible future local government reforms
3. Skills shortages in professional areas
4. Limitations in leadership capability
5. Gender imbalance in senior roles
6. Lack of skills and experience in workforce planning
7. Lack of workforce trend data
8. Difficulty in recruiting staff

[Click here to enter text.](#)



ITEM 3 (continued)

9. Resistance to more flexible work practices
10. Lack of cultural diversity

4.3 Ageing workforce

The challenge of managing an ageing workforce is confronting many industries around the world and is particularly evident in the local government sector. Census data indicates the local government workforce is, on average, older than other government and industry sectors, suggesting that significant numbers of local government employees will approach retirement within the same time period. This has the potential to cause issues relating to knowledge retention, recruitment and replacement.

- 37% of the local government workforce is aged 50 years or over, compared to the national average of 27%
- The proportion of local government employees aged less than 35 years old is much lower than the national average
- On average, male employees are older than female employees
- 41% of the men working in local government are aged 50 years or more, compared to just 32% of women

Impacts on local government

- More of the workforce will retire, taking with them experience, knowledge and expertise
- More staff will take long service leave
- Older employees may elect to move to part-time work and a phased retirement
- Lengthening timeframes until retirement may influence employee behaviours
- An older workforce may lead to more health and wellbeing issues and increased use of sick leave
- Accommodating an older workforce may require new temporary or job share positions to cover leave, sickness and retirement
- Strategies to encourage young workers to consider careers in Local Government will be needed

4.4 Skills shortages

The following areas are currently identified on both the NSW and national skill shortage list by the Department of Employment and have the potential to impact directly on the delivery of a council's core services:

- Civil engineering professionals
- Building surveyors
- Diesel and motor mechanics

[Click here to enter text.](#)



ITEM 3 (continued)

Demand for workers is increasing across all areas and there is a need to recruit a wide variety of skilled and semi-skilled labour to fully resource local government's requirements. The NSW Local Government Workforce Strategy recommends Councils continue to invest in entry-level tertiary and vocational programs to address skills shortages in the future.

In addition, the strategy highlights the importance of developing strategies designed to anticipate future skill requirements in collaboration with education and training providers such as TAFE NSW.

Impacts on local government

- Having less qualified staff filling essential roles will increase risk profile
- More creative and flexible recruitment and retention strategies will be required
- Recruiting costs will increase
- Market salaries will rise
- Organisational relativity will need to be maintained
- Strategies will be needed to cover longer term vacancies, including outsourcing
- Strategies to encourage young workers to join Local Government will be needed
- Possible service level reviews and demand management will be required, where practical

**4.5 Recruitment and retention**

Local government needs to be responsive to the needs and desires of its current and potential workforce in order to effectively compete for skilled and talented employees. While perhaps not reality, the perception and image of local government as a chosen career pathway is often acknowledged as a weakness to attracting youthful, skilled staff. The Local Government Workforce Strategy recommends the sector leverages more effectively of its ability to offer a flexible, diverse workplace, and encourages Councils to become more adept at positioning themselves as an attractive career option for prospective and existing employees.

Providing workplace flexibility promotes healthy work patterns that enable the retention of older workers and improves the quality of life for all employees. It is especially important as a strategy for attracting workers faced with managing the high cost of living in metropolitan areas, part-time study or transitioning to retirement. New ways of working flexibly and sustainably can include job sharing, flexible working hours, compressed working weeks, part-time work and working from home.

Impacts on local government

- Flexible employment options will be required
- Systems and processes will need to allow for different employment types in the workforce
- Asset and technology access will need to increase for a larger workforce

[Click here to enter text.](#)

ITEM 3 (continued)**4.6 Technology**

The introduction of new technologies to improve service delivery and productivity will continue to impact the local government workforce through the need to recruit staff with emerging skill sets and qualifications. In addition, new strategies are required for up-skilling and training existing staff to ensure councils remain at the forefront of technological advances. Research suggests that while this is important for productivity it should be considered a mechanism for competing with other sectors for skilled staff. Without embracing and including modern technology within a council's service delivery models, prospective and current staff will be inclined to seek alternative employment where their skills are recognised and adequately remunerated.

Technological advances in data sharing and remote workstations will also provide councils with the opportunity to collaborate and reduce labour costs as resources are more easily shared. For example, the procurement processes of local government can be shared across a number of Councils to reduce the reliance on human resources within each organisation.

Impacts on local government

- Changes to service delivery models and operational practices
- Emerging technologies will require new skills and qualifications
- Expectations on availability and access to staff
- Increased expectations that technology will be harnessed to enable staff to work remotely

4.7 Legislative change

While the reform agenda of the government of the day is difficult to forecast it is likely to be a constant in the local government landscape. Change to jurisdictions, workforce structures and service delivery models will impact on job security and therefore recruitment processes due to a lack of stability within an organisation. Recent NSW council amalgamations are evidence of this, placing significant structural change on the local government workforce in both small and large communities with varying degrees of success.

Impacts on local government

- Strategies to manage change and maintain a positive workplace culture will require a strong emphasis and focus
- More training and investment in equipping staff to cope with the change and acquire new skills sets
- Staff numbers and responsibilities may change
- New services may see other services and service levels reduce
- Strategies to build and retain corporate knowledge will be required

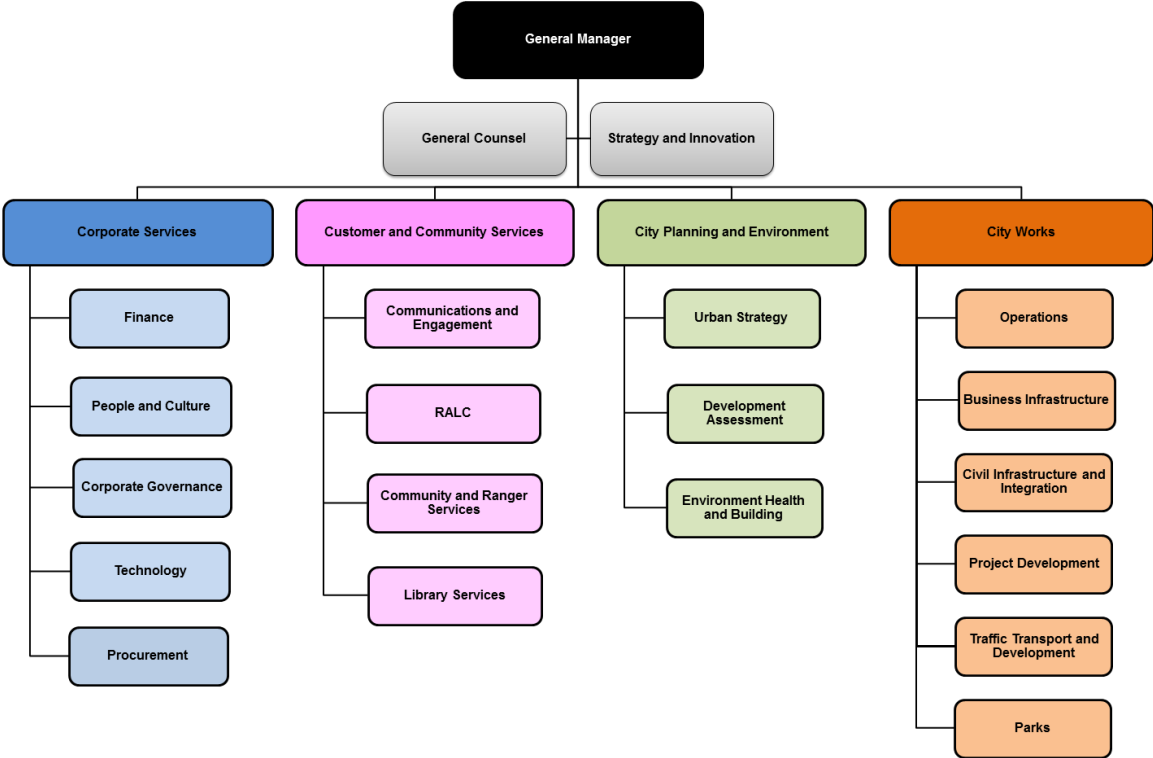
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ITEM 3 (continued)

5. Our Current Workforce

5.1 Council organisational chart

The City of Ryde’s organisational management structure is divided into four Directorates reporting to the General Manager. This four Directorate structure is typical of councils of this size. Each Directorate has a number of direct manager reports as outlined below.



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ITEM 3 (continued)

ATTACHMENT 6

5.2 City of Ryde Workforce Demographics

In July 2018, Council employed 504 full-time equivalent staff (FTE) but had an approved budgeted FTE of 526.86. Council also employs a significant number of casual staff, 269, to supplement its full-time equivalent work force. Casual employees are predominately employed in areas such the Ryde Aquatic Leisure Centre, Library branches and Community Services (Immunisation) where the service offering is unique and best served by a casual workforce.

Taking into account temporary staff placements the overall vacancy rate is approximately 4.4 percent. Staff turnover is stable at 12.7% and within the organisations target of 15%. Our turnover levels are consistent with that of most local authorities.

The total number of budgeted FTE positions has increased by an average increase of 1.3% per annum.

Most of the increased FTE positions were the result of a restructure in 2014/15 and an approved Special Rate Variation which meant additional staff could be recruited to undertake the necessary infrastructure asset renewal works.

The City of Ryde employs approximately 4.2 full time equivalent employees for every 1,000 residents. This is lower than its neighbour Lane Cove (5.4) and the industry standard of 8.2.

The workforce is predominantly male, and this is primarily due to Council's large City Works Directorate which employs outdoor operations and engineering staff which are predominately male. Council continues to strive to achieve gender balance at a management level. Increased representation at an Executive level has been achieved over the last 12 months with 40% being female. At the Manager level only 20% are female.

Employee costs are approximately 42% of total expenses which compares favourably to industry standards.

We have a diverse age demographic with more than half of the workforce aged between 35 and 55 years. Younger employees represent more than 16% of our workforce and approximately 28% of Council's workforce is over 55 years of age. As the population ages so will our workforce. With more people working for longer, Council will need to ensure it has strategies in place to support an ageing workforce.

Category	Number	Percentage %	
FTE	Current FTE positions (excluding casuals)	526.86	
	Current FTE employees (excluding casuals)	504.98	
	Head Count (excluding casuals)	512	
Employees by employment status	Permanent	480	93.70%
	Temporary	32	0.06%
	Casual	269	
Gender	Male	315	61.50%
	Female	197	38.50%
	Males in Management	25	81.00%
	Females in Management	6	19.00%
Age	18-24	17	3.50%
	25-34	63	13.11%
	35-44	122	25.42%
	45-54	136	28.34%
	55-64	123	25.63%
	65+	19	4.00%
Time taken to travel to work	Less than 30 minutes	161	33.40%
	Between 30 minutes and 1 hour	158	32.90%
	Between 1 hour and 1.5 hours	96	20.00%
	More than 1.5 hours	25	5.20%
	Time to travel not declared	41	8.50%
Turnover	Annual at 30 June 2018		12.71%
Length of Service	Average length of service by years	8.73	
Diversity and inclusion	Staff with disability	32	6.70%
	Staff with disability % with workplace adjustments	6	18.70%
	Aboriginal or Torres Strait Islander	18	3.75%
	Cultural Diversity	195	40.62%
	Language other than English at home	160	33.33%

ITEM 3 (continued)

5.3 Our Vision, Mission and Values

The Vision of the Community for the City of Ryde is “The place to be for lifestyle and opportunity @ your doorstep”. The Mission of Council is to work with our community and partners to provide strategic leadership, effective projects and quality customer service.

Council’s Values, guided by our Vision and Mission, were developed in consultation with staff during 2015. The Culture Survey held in May 2018 showed that the Values of Safety, Teamwork, Ethics and Professionalism continued to resonate with staff. The Values are embedded in our People and Culture practices and processes and staff continue to be recognised through our rewards programs for role modelling these behaviours.

5.4 Culture

In May 2018, City of Ryde conducted their fourth staff culture survey, *Have Your Say Day*, with Voice Project. The survey provided staff with the opportunity to give feedback about the quality of current work practices at City of Ryde. The survey also enabled the outcomes of passion and organisation progress to be measured. Research shows that more positive results on these outcome measures are associated with tangible outcomes such as turnover, absenteeism, safety incidents and performance.

Survey results showed that staff have a strong understanding of what is required within their work role (84%) and understand how this contributes to the broader success of the City of Ryde (90%). Furthermore, staff are satisfied with their co-workers, reporting that they are team-orientated (84%), as well as helpful and supportive (82%).



*Voice Project Executive Summary 2018

[Click here to enter text.](#)

Staff are also aware of their work, health and safety responsibilities (82%), report safety as being prioritised within the organisation (82%) and believe that sexual harassment is prevented and discouraged within the workplace (83%).

City of Ryde outperformed the Local Government Councils benchmark in a number of areas, most notably in perceptions of Executive Management (+13%), and satisfaction with workplace facilities (+12%). Furthermore, staff expressed satisfaction higher than the benchmark average in their awareness of the values of City of Ryde (+12%), and perceptions that the organisation has a strong positive outcome focus (+10%).*

Some of the areas of identified for continued effort and opportunities for improvement over the coming term included professional development and training and processes and procedures.

ITEM 3 (continued)

6. Internal Influences on the Workforce



6.1 Internal Workforce Challenges

City of Ryde has identified a number of challenges that affect our workforce and opportunities for improvement. This information was obtained through consultation workshops with our staff, staff climate survey results and through analysis of our workforce metrics.

Attraction, Selection and Retention

The uncertainty generated by the New South Wales government reforms over the past three years, has impacted on Local Government's perception as a desirable employer. Following a small spike in the turnover rate for Council during the amalgamation period, turnover is now steady and within acceptable norms. Having achieved the Employer of Choice Award in 2017, Council will need to continue to promote its flexible work environment and employment benefits to the community at large to attract talented job applicants.

Over the last couple of years significant improvements have been made in the technology utilised to assist in facilitating the recruitment process. Recruitment timeframes from advertising to offer of employment is on average less than 8 weeks supports Council in minimising resourcing gaps. Council continues to experience difficulty in recruiting high quality candidates for some specialised roles eg: strategic planners and storm water engineers. Targeted recruitment strategies and programs will need to be developed to reduce service level gaps in these areas.

It has also been identified that for many, local government as an employer is not seen as attractive to younger workers, many of whom are not aware of the employment opportunities available within the sector. Council will need to continue to partner with relevant educational institutes to promote career opportunities both within Council and the sector.

Developing Capability

Council needs to ensure that their employees have the right skills and abilities to meet the needs of the community in accordance with the relevant planning documents. By aligning our development programs to Council's Values we can guide expected behaviours and provide employees with the knowledge, skills and attitudes which will enhance their ability to meet current and future job requirements and perform at higher levels.

Council currently delivers a raft of learning opportunities for staff including a significant program of compliance programs for relevant tickets and licences as well as other mandatory programs such as Code of Conduct. Over the last 12 months more than 50 percent of staff had access to learning opportunities beyond compliance or mandatory training. The recent staff culture survey demonstrated that staff wanted Council to spend more time in career planning, which may result in additional requirements to develop staff and improve capability.

An area of focus for the coming term will be in undertaking significant analysis on our investment in leadership development, career development, training, coaching, e-learning and talent management with a view to developing a comprehensive Development and Capability Framework for the organisation aligned to operational requirements.

[Click here to enter text.](#)

ITEM 3 (continued)**Technology, Systems and Processes**

Council faces the challenge of continually striving to improve its systems and processes to improve efficiency and effectiveness in delivering its services to the community. As identified through the staff culture survey this is an area of concern for staff. With increased pressures to do more without increasing costs, this presents an opportunity for Council to increase its focus on reviewing systems and processes and make improvements.

Keeping pace with rapidly changing technology means Council will need to ensure that it is building a flexible and adaptable workforce that is open to new ideas and change. Council will also need to ensure that its learning programs support staff in developing the required skills.

Flexible workforce

The location at North Ryde is commonly reported as a barrier to attracting staff. Traffic congestion, poor public transport, the proposed North Ryde Train Station closure as well as limited parking are all reported as factors which discourage job applicants from outside the immediate locality.

The Work.Life.Fit program was first implemented in 2016 as an employee value proposition initially focusing on flexible work arrangements to support existing staff in achieving balance in their work and life. As a staff engagement initiative, it is timely that this program is reviewed and expanded over the coming delivery program term to consider opportunities for additional workplace flexibility options and employment benefits for employees.

Recognition and Rewards

Taking time to recognise employee achievements helps foster engagement, increases productivity, and contributes to creating a positive work environment. Council currently has a number of recognition programs including TA Awards, Long Service recognition, STEP (Values) Awards and Customer Service Awards.

Results from the recent staff culture survey showed improvement in staff perceptions of how well Council was recognising their achievements and contributions. Whilst recognition was recognised as strength at Council, research shows that continued focus in this area will have an increased impact in driving employee passion and progress results.

Diversity and Inclusion

Council is committed to creating a diverse and skilled workforce that will have the capabilities to deliver quality services to our community. We also strive to have a workforce that reflects the diversity of our community.

By developing a workplace culture that displays fair practices and behaviours, and improved employment access and participation for Equal Employment Opportunity (EEO) and Diversity groups we help to make the City of Ryde a better place to live, work and do business. Strategies including targeted employment programs for EEO Groups are within Council's Equal Employment Opportunity and Diversity Management Plan 2018-2022.

[Click here to enter text.](#)

ITEM 3 (continued)**Brand and Culture**

Research shows that workplaces with a positive workplace culture result in greater success for their organisation. They also have high retention rates and attract high calibre employees. Organisations with a strong culture usually demonstrate clear direction, high levels of communication, alignment of Values in everything they do and regular recognition of the efforts of their employees.

Council's staff culture survey helps us to identify areas of employee concern and opportunities for ongoing improvement. Council has performed well in the most recent culture survey and will progress targeted initiatives for areas of improvement.

City of Ryde's brand and reputation as an 'Employer of Choice' will continue to be marketed with a focus on attracting employees through innovative practices, workplace flexibility, career progression plans and advanced technology.

Governance

An ongoing challenge for Council is to ensure that it keeps abreast of legislative changes and adheres to relevant requirements as they relate to workplace safety and compliance.

[Click here to enter text.](#)

ITEM 3 (continued)**7. Future Workforce Requirements & Scenarios**

While the annual FTE numbers in Council's workforce and individual department teams can and will fluctuate, Council has considered two potential scenarios in the workforce as a result of both in internal and external influences on the workforce.

Scenario 1 maintains Council's workforce at current levels, while Scenario 2 allows for a growth in staff of an additional 61 FTE (equating to a total FTE of 588 in 2027/28) that are anticipated to be needed to serve a population growing of 25,000 to 151,000 in the next ten years.

7.1 Scenario One - Base Case

Under the Base Case Scenario, the 2018-19 Salaries and Wages budget is inflated by wage movement assumptions and extrapolated out for an additional nine years. This does not allow for potential issues arising such as legislative change. It assumes additional service growth will be resourced through efficiency gains rather increasing staff numbers. No additional staff are required to resource this Scenario.

7.1 Scenario Two – Growth Case (25,000 additional population by 2027/28)

This Scenario assumes growth in Council's workforce, commensurate with the expected population growth rate of 25,000 over the next 10 years. Just as rates, fees and charges, operating expenses are all expected to grow, so too are workforce numbers in order to meet the service expectations of the community into the future.

This scenario proposes Councils FTE staff will grow from 527 FTE in 2018/19 to 588 FTE in 2027/28 (a total increase of 61 EFT over the next 9 years – an average growth rate of 1.3% per annum).

ITEM 3 (continued)

8. Workforce Strategies and Implementation



Community Strategic Plan Outcome - 7. Our Open and Progressive City		Delivery program	
Theme	Workforce Strategies	Actions	When
Recruitment, Selection and Retention	Recruit, select and retain the right workforce to support Council's delivery program and ensure the long-term supply of skills and resources	Review and develop and streamline Council's recruitment and selection policies and procedures for effective and efficient recruitment of new employees	2018/20 Ongoing
		Develop position specific recruitment programs for difficult to recruit positions	2018/20 Ongoing
Diversity and Inclusion	Develop a workplace culture that displays fair practices and behaviours, and improved employment access and participation for Equal Employment Opportunity (EEO) and Diversity groups	Through the development and implementation of initiatives within the EEO and Diversity Management Plan, investigate ways and means of developing our workforce to reflect the community demographics with a focus on diversity, disability inclusion and a more equitable gender balance in middle and senior management positions	2018/20 Ongoing
		Implement targeted traineeship programs for persons with disability and persons of Aboriginal or Torres Strait Islander background	2018/19 Ongoing
Developing Capability	Training and development of Council's workforce is strategically targeted to ensure Council has the right skills at the right time to implement its strategies, plans and programs.	Adopt role specific or individual training and development plans to address skill shortages, emerging skill needs or technologies.	2017/18 Ongoing
		Develop a Talent Management Strategy that includes Mentoring and Succession Planning for career development	2018/19
		Introduce a Leadership / Professional Development Program for Senior Management	2018/20
		Identify Emerging Leaders and develop an appropriate Leadership / Professional Development Program	2020/22

Click here to enter text.

ITEM 3 (continued)

Community Strategic Plan Outcome - 7. Our Open and Progressive City		Delivery program	
		Identify critical positions that may result in organisational risk in the event of the staff member leaving and develop knowledge transfer pathways and succession plans for each position.	2018/20 Ongoing
Flexible Workforce	Workforce is supported to efficiently and effectively deliver all its responsibilities	Continue to review services (Best Value Review) to ensure they are effectively and efficiently resourced.	Ongoing in accordance with relevant Business Plan objectives
		Review and develop Council's Work.Life.Fit program	2018/20
Recognition and Rewards	A responsible benefits and incentives program that recognises and rewards staff, encourages productivity and supports staff retention	Develop a holistic recognition and reward framework that incorporates effective mechanisms, policies and processes to recognise and reward staff.	2019/20 Ongoing
		Continue to create and support a range of incentives including salary sacrificing and non-financial benefits such as flexible working arrangements.	Ongoing
Brand and Culture	The City of Ryde's brand and culture attracts new employees and supports the retention of existing staff	Continue to market the City of Ryde as an 'Employer of Choice' focused on attracting employees through innovative practices, workplace flexibility, career progression plans and advanced technology.	2018 Ongoing
		Promote a collaborative and cooperative culture through engagement of staff in supporting and living our corporate values.	2018 Ongoing
		Undertake organisational analysis through internal climate and staff engagement surveys to identify and support cultural change initiatives.	2020/22
		Review existing policies to ensure they provide sufficient flexible options to support work and life balance for employees at all stages of their life.	2018/20 Ongoing
		Grow our existing Health and Wellbeing Programs.	2018/19

[Click here to enter text.](#)

ITEM 3 (continued)

Community Strategic Plan Outcome - 7. Our Open and Progressive City		Delivery program	
			Ongoing
Technology, Systems and Processes	Workforce technology, systems and processes ensure Council’s workforce is supported to efficiently and effectively deliver all its responsibilities	Identify technological opportunities that assist and/or automate manual processes or change the way we work.	2018/20 Ongoing
		Deliver the technical skills required to adapt to new technologies in the workplace.	Ongoing as required
Governance	Council adheres to statutory requirements and promotes a safe and industrially stable work environment	Ensure compliance with statutory requirements regarding employment	Ongoing

[Click here to enter text.](#)

ITEM 3 (continued)

10. Measuring progress



In measuring progress we will review the implementation of the strategies identified in this plan, and their related activities, that have been delivered during this delivery program period. Our measure of success will be that Council has a knowledgeable, skilled and flexible workforce that is able to provide and deliver the required services to the community.

Specific key performance indicators for people initiatives are outlined in the table below.

Service	Nature of performance measure	Level of service	Performance measure process	Performance target
People and Culture	Effectiveness & Efficiency	Staff are trained and receive appropriate position specific learning and professional development related to their role	Staff complete relevant mandatory and compliance learning	>80% completion
			Development opportunities are relevant to the staff members role and aligned to Council's objectives	Responsible budget allocation for staff development and learning initiatives
		Recruit, select and retain the right workforce to support Council's delivery program and ensure the long-term supply of skills and resources	Length of time to recruit	< 8 weeks
			Staff turnover	Less than 15% staff turnover per year
			The best people are selected for appointment	>98% successful completing probation period
A suite of employment benefits and incentives are provided for staff	All staff have access to a range of relevant employment benefits and incentives			

ITEM 3 (continued)

Service	Nature of performance measure	Level of service	Performance measure process	Performance target
		Key roles within Council are identified and have knowledge transfer and succession plans	Knowledge transfer and succession plans are adopted	100% of plans are adopted
	Statutory Compliance	People employment practices, policies and procedures are compliant with relevant legislation	Breaches of legislative compliance as related to employment	Nil breaches
	Diversity and Inclusion	Council's workforce is diverse and inclusive	Increased participation by EEO groups	>80% Strategies within the EEO and Diversity Management Plan are implemented

Related Plans

- Equal Employment Opportunity and Diversity Management Plan 2018-2021
- Work Health and Safety Plan

[Click here to enter text.](#)

**4 2018 LOCAL GOVERNMENT NSW ANNUAL CONFERENCE - ALBURY - 21
October to 23 October 2018**

Report prepared by: Civic Support Officer
File No.: CLM/18/1/1/2 - BP18/553

REPORT SUMMARY

This report is presented to Council for its consideration of Councillor attendance at the 2018 Local Government NSW Annual Conference, to be held in Albury from Sunday, 21 October 2018 to Tuesday, 23 October 2018.

This report also seeks Council to consider and endorse the Motions listed in this report for submission to Local Government NSW for inclusion in the Business Papers for the Conference.

RECOMMENDATION:

- (a) That Council nominate seven (7) Councillors to attend the 2018 Local Government NSW Annual Conference as voting delegates.
- (b) That Council note that the General Manager will determine which staff will attend the Conference.
- (c) That Council consider and endorse the Motions listed in this report for submission to Local Government NSW for inclusion in the Business Papers for the Annual Conference.

ATTACHMENTS

- 1 Draft Program and Registration Brochure - Local Government NSW Annual Conference 2018
- 2 Rule 4 – Objects of the Local Government Association
- 3 Councillor Attendance at Conferences Guidelines

Report Prepared By:
Kathryn Fleming
Civic Support Officer

Report Approved By:
Amanda Janvrin
Senior Coordinator - Civic Support

John Schanz
Manager - Corporate Governance

Roy Newsome
Director - Corporate Services

ITEM 4 (continued)**Discussion**Conference

The 2018 Local Government NSW Annual Conference will be held from Sunday, 21 October 2018 to Wednesday, 23 October 2018 at the Entertainment Centre, Swift Street, Albury. Attached is a copy of the Draft Program for the Conference (**ATTACHMENT 1**).

The Conference is the annual policy-making event for all Councils of New South Wales. It is the pre-eminent event of the Local Government year where local Councillors come together to share ideas and debate issues that shape the way we are governed.

Delegates Representing the City of Ryde

Council has been advised by Local Government NSW that it is entitled to send seven (7) Councillors to the Conference as voting delegates.

In this regard, this report recommends that Council select seven (7) Councillors to attend the Conference as voting delegates.

Motions

Local Government NSW has requested input from Councils, to guide the content of business sessions at the conference and is requesting Councils to ensure that the motions debate centres on advancing the sector wide policy agenda.

Councils were asked to identify motions relating to the following overall categories:-

1. Industrial Relations and Employment policy
2. Economic policy
3. Infrastructure and planning policy
4. Social policy
5. Environmental policy
6. Governance/ Civic Leadership (eg. legislative and regulatory setting, elections, participation, reform)

ITEM 4 (continued)

Further, the LGNSW Board has resolved that motions will be included in the Business Paper for the Conference only where they meet the following criteria:-

1. Are consistent with the objects of the Association (see Rule 4 of the Association's rules – **ATTACHMENT 2**);
2. Relate to Local Government in NSW and/or across Australia;
3. Concern or are likely to concern Local Government as a sector;
4. Seek to advance the Local Government policy agenda of the Association and/or improve governance of the Association;
5. Have a lawful purpose (a motion does not have a lawful purpose if its implementation would require or encourage non-compliance with prevailing laws);
6. Are clearly worded and unambiguous in nature; and
7. Do not express preference for one or several members over one or several other members.

The Board has advised that it will not include motions in the Business Paper which do not advance the local government policy agenda. Therefore a motion will not be included if it is operational, rather than strategic; not local government business; focused on a local issue only or if the motion is consistent with past policies and actions of LGNSW or the Local Government and Shire's Association.

Local Government NSW have advised all Councils to submit proposed motions by 26 August 2018, however, in accordance with the Local Government NSW rules, the latest date motions can be accepted for inclusion in the Conference Business Paper is 23 September 2016. All Motions must be adopted by Council before submission to the Association.

A notice was placed on the Councillors' Information Bulletin dated 10 July 2018 advising Councillors to submit proposed motions and/or notes for Council's consideration by 27 July 2018. Five motions were received from Councillor Kim and are set out below for Council to consider endorsing for submission to Local Government NSW for inclusion in the Business Papers for the Conference.

ITEM 4 (continued)**MOTION 1****Release of IPART's review of the NSW Local Government Rating System Report**

That this conference call upon the Premier of NSW, the Hon. Gladys Berejiklian and the Minister for Local Government the Hon. Gabrielle Upton to release IPART's report on the Review of the Local Government Rating System that was undertaken in 2016, as a matter of urgency.

Supporting Notes

Fiscal health is a key consideration for all Councils, looking to measure and improve their financial sustainability and their ability to pay for services and infrastructure.

In 2016, the NSW Government requested the Independent Pricing and Regulatory Tribunal (IPART) to review the local government rating system in NSW.

IPART submitted the Report, "*Review of the Local Government Rating System*" Report, with a list of key recommendations to improve the equity and efficiency of the rating system.

The purpose of the Report was to enhance Councils' ability to implement sustainable fiscal policies over the long term. This report is critical as it explores a range of new rating possibilities for local government, including:

- Implementing the rating concept of Capital Improved Value System;
- Replace the current pensioner rebates and other concessions with Rate Deferral System;
- Modify eligibility for rate exemptions so they are better and more equitably targeted; and
- Approaches that will reduce the need for councils to apply for Special Variations.

The recommendations contained in the Report are critical in "reforming" the current rating system with the aim to improving the adequacy and flexibility of all Councils' most important source of revenue.

Despite the importance and the significance of the recommendations contained in this Report, the State Government has withheld the report and failed to release it to the public.

ITEM 4 (continued)**MOTION 2****Increased Funding to Policy to Investigate Anti-Discrimination and Racist Behaviour**

That this conference request the Premier of NSW, the Hon Gladys Berejiklian and the Minister for Police, the Hon. Mr Troy Grant to increase funding for the NSW Police force to target anti-discriminatory and racist behaviour across the State.

Supporting Notes

Over the past few years, the City of Ryde has experienced inappropriate, racist and anti-discriminatory signs being placed across our City. Council has acted quickly and removed these signs when advised or observed. Council is also aware of similar experiences in other Council areas.

The City of Ryde took a number of actions in respect of the latest incident in April this year as detailed below;

- Media conference with the ABC and multilingual agencies
- Mayoral Minute in 3 languages that;
 - o Condemned those responsible for the distribution of racist material on our community, which is also an illegal act breaching the Graffiti Control Act 2008 (NSW) and the Anti-Discrimination Act 1977 (NSW);
 - o Acknowledged that our City is made richer by the many peoples and cultures who choose to live, work and learn in our community
 - o Council confirmed its commitment to the 'Racism its stops with me' Campaign and continues to promote this initiative through city-wide communications and normal media channels
 - o Sought feedback from a number of community groups and committees on ways that Council can further promote multiculturalism and inclusiveness.

The City of Ryde has a very positive relationship with its local police commands, who are very responsive to these issues.

However, this matter just adds to everything else our police are supposed to do and additional resources for the police to focus on this issue are needed to ensure this mater gains the priority it deserves.

In an effort to address this inappropriate behaviour across NSW, the City of Ryde is seeking the support from this conference to urge the NSW Government to provide additional resources to NSW Police.

ITEM 4 (continued)**MOTION 3****Phasing Out Single Use Lightweight Plastic Shopping Bags**

That the LGNSW Conference support the phasing out of all single use lightweight plastic shopping bags.

Accordingly, the conference seeks the NSW State Government to provide strong leadership by banning single use lightweight plastic shopping bags throughout NSW. In planning the phasing out of these shopping bags, comprehensive consultation needs to be undertaken with communities and businesses in making this transition successful.

Supporting Notes

The City of Ryde is supporting the above motion to build on the recent actions taken by Coles and Woolworths.

The City of Ryde's goal in moving this motion is to continue to build upon the momentum to reduce our use of single use plastic shopping bags, so that all shopping outlets phase out their use.

This motion seeks the NSW State Government to show leadership on this matter and ban single use lightweight plastic shopping bags, as it is the only State in Australia not to be actively pursuing the phasing out of lightweight plastic bags. Any such action, will require to be supported by an extensive and comprehensive consultation program with both the broader community and business.

Background Information

A brief history of the action taken across Australia to phase-out the use of lightweight plastic bags is detailed in an article titled 'Phase out of Lightweight Plastic Bags' and is detailed below;

The phase-out of lightweight plastic bags in Australia is being pursued at local and state/territory level rather than nationally, with plastic bag bans implemented or pending in all states and territories except New South Wales. Environmental groups have expressed their concern that Australia was lagging other countries in the phase-out of lightweight plastic bags, including Botswana, Somalia and Tanzania. In 2016 it was estimated that of the 5 billion plastic bags used annually by Australians, 150 million ended up as litter.

ITEM 4 (continued)

In 2003 the Tasmanian town of Coles Bay was the first location in Australia to ban plastic bags. Although in 2008 the then-Environment Minister Peter Garrett announced the Rudd Government's goal of a nationwide plastic bag ban by year's end, he later abandoned the initiative due to cost of living concerns and disagreement about the policy among state and territory governments. This led to states and territories pursuing their own approaches.

The introduction of the "Zero Waste" program in South Australia led to the first statewide lightweight bag ban being introduced in October 2008. It is estimated that this move has saved 400 million bags annually. The most recent jurisdiction to announce a ban on plastic bags is Victoria, to commence on a date to be announced in early 2018.

In July 2017, the country's two largest supermarket chains, Coles and Woolworths, announced that from July 2018 they will voluntarily remove free lightweight plastic bags from their stores and offer reusable bags instead.

ITEM 4 (continued)**MOTION 4**

Renewable Energy Options
Increase in Financial Assistance for low income and medium density residential communities to take up solar installations

That the LGNSW Conference advocates for increased State and Federal financial assistance and the reinstatement of incentives such as rebates that target low income and medium density residential communities in order to increase equitable access and the uptake of renewable energy options in NSW for this demographic.

Supporting Notes

NSW as the highest populated Australian State (31.96% of the population) represents only 16.9% of dwellings with solar panels compared to 32.2% in Queensland and 31.6% in South Australia. Growth projections for NSW show population is expected to grow to 9.9million people by 2036 so this gap in the take up of solar installations is expected to widen unless renewable energy options are better incentivised and assisted by Government.

It is important to acknowledge that Photovoltaic (solar energy) systems have become the dominant renewable energy technology installed for domestic systems.

Photovoltaic, or grid connected distributed, systems are the major renewable energy installation in Australia.

Increasingly Local Government is faced with responding to the community, who are concerned with a lack of equitable and accessible options for purchasing and installing renewable power.

The impact of this sees a widening gap between those financially able to reduce energy costs through purchasing their own solar systems and those living in low income environments or multi- unit dwellings.

Current government investment initiatives in this space under the Clean Energy Fund and the Australian Renewable Energy Agency are aimed predominantly towards projects based deployment, the commercial sector, research and development and in fuel transitioning. These models do not address the increasing inequity at a local level that previous rebate schemes sort to do.

ITEM 4 (continued)

The investment by the Federal Government in the Solar Credits Subsidy in 2008 sparked the beginning of a market surge by households interested in reducing their consumption and energy costs. This in turn contributed to a marked reduction in greenhouse gas emissions from the solar scheme uptake. This subsidy provided access to those households whom otherwise may not have had impetus or ability to transition to a cleaner energy source and reduce the costs of living. Unfortunately rebates were terminated some 5 years ago.

The current model of 2018 towards the Government's Renewable Energy Targets are giving rise to a larger gap in equitable energy access and an increasing opportunity for 'energy poverty' for those on low incomes or residing in medium and high densification within apartments.

This Assembly has the opportunity to encourage the greater uptake of solar panel systems across the State and at the same time target the more needy with financial assistance to maximise uptake.

ITEM 4 (continued)**MOTION 5****Increase Employment Opportunities for persons of Aboriginal or Torres Strait Islander Background**

That this Conference advocates to the Premier of NSW, The Hon. Gladys Berejiklian and the Minister for Aboriginal Affairs, The Hon. Sarah Mitchell to amend Section 345 of the Local Government Act 1993, relating to the 'Preparation and Implementation of EEO Management Plans', to include an additional subclause as follows;

- An Equal Employment Opportunity Management Plan is to include provisions for targeted programs to increase the employment opportunities for persons of Aboriginal or Torres Strait Islander backgrounds.

Supporting Notes

According to the Australian Welfare 2017 report, by the Australian Institute of Health and Welfare;

- Indigenous Australians have higher unemployment rates than non-Indigenous Australians.
- Indigenous Australians are more likely to receive a government pension or allowance, as their main source of income.
- From the Indigenous Australians who were unemployed, approximately 92% reported having had difficulties in finding work. The most commonly reported difficulties were that there were no jobs available; there were transport problems; they had no driver's licence; and had insufficient education, training or skills (AIHW analysis of ABS 2014–15 NATSISS (TableBuilder)).
- In 2014–15, an estimated 36% of Indigenous people aged 15 and over had incomes in the bottom 20% of equivalised gross weekly household incomes, compared with 16% of non-Indigenous people in the same age bracket.
- For people aged 15 and over, the median equivalised gross weekly household income of Indigenous people was lower than that for non-Indigenous people (\$556/week compared with \$831/week). The median equivalised gross weekly household income for Indigenous people aged 15 and over was also lower in very remote areas (\$400/week) than in major cities (\$671/week).
- A higher proportion of Indigenous people aged 15 and over received a government pension or allowance as their main source of income (52%) compared with non-Indigenous people aged 15 and over (25%).

ITEM 4 (continued)Attendance at the Conference

Councillors can attend the Conference using their own vehicle and receive reimbursement on the travel expenses per kilometre should they wish to drive alternatively, flights can be arranged with the Civic Services Team.

Critical Dates

The following deadlines are required to be met:-

- Early bird registrations paid by Wednesday, 17 September 2018.
- Councillor delegates and Motions are to be determined at the Finance and Governance Committee Meeting on Tuesday, 14 August 2018.
- Motions are to be submitted by 12 midnight, Sunday 26 August 2018 and no later than 23 September 2018.
- Councillor delegates and Motions will be confirmed at the Council Meeting on Tuesday, 28 August 2018.
- Voting Delegates will be confirmed to the Association by Tuesday, 2 October 2018.

Financial Impact

Early-bird registration cost for the Conference is \$840 per person.

Standard registration cost for the Conference is \$940 per person.

Travel cost for the Conference is \$380 (approx.) per person.

Accommodation has been booked for Councillors and staff attending this Conference. Accommodation cost for the Conference is \$700 (approx.) per person.

Three (3) Optional Events:

Councillor Training session:	\$ 44.00
The ALGWA breakfast:	\$ 55.00
Conference Dinner which is optional this year	\$110.00

Currently there is an allocation of \$30,115 left in the 2018/2019 budget for Conferences.

ITEM 4 (continued)**Policy Implications**

The City of Ryde has regularly participated in the Annual Local Government NSW Conference. Funding is allocated in the annual budget for delegates to attend the Conference. The Policy on Expenses and Facilities for the Mayor and Other Councillors sets out the entitlements for Councillors attending such Conferences.

ATTACHMENT 3 is the Guidelines for Councillor Attendance at Conferences. The Guidelines provide that in addition to the Local Government NSW Conference and the Australian Local Government Conference, every Councillor is entitled to attend a conference in NSW, Canberra, metropolitan Brisbane or metropolitan Melbourne.

ITEM 4 (continued)

ATTACHMENT 1



A large graphic for the 2018 LGNSW Annual Conference. It features a central white circle with '2018' in blue, surrounded by overlapping red, blue, and yellow shapes. The text 'LGNSW ANNUAL CONFERENCE ALBURY 21-23 OCTOBER' is displayed in white on a blue background at the bottom. The 'StateCover' logo is visible on the right, along with the website 'LGNSW.ORG.AU'.

ITEM 4 (continued)

ATTACHMENT 1

WELCOME TO THE LGNSW ANNUAL CONFERENCE 2018

LGNSW ANNUAL
CONFERENCE
REGISTRATION 2018

2



Welcome from the President

Cr Linda Scott

I look forward to welcoming you to the 2018 LGNSW Annual Conference in Albury.

Once again, we will gather to discuss issues of importance to the communities we serve. We will debate and discuss advocacy priorities for the year ahead.

LGNSW represents all 128 councils in NSW and is the state's peak local government body. The decisions made at conference are the foundation of our ongoing advocacy efforts.

Whether you are from a city, regional or rural council, a mayor, councillor or a senior member of staff, I know you will also value the opportunity this conference provides to meet with, and learn from, other people with similar roles and challenges.

We will hear from the Premier of NSW, as well as the federal and state ministers and shadow ministers for local government. An expert panel will also discuss the theme of 'smart places' and associated innovation, ideas, technology, data and research.

Concurrent sessions will cover: case studies of AR Bluett Award winning councils in 2016 and 2017; legal responsibilities for elected members; and developing capabilities for elected members.

The conference will also feature a significant trade exhibition showcasing the latest products and services available to the sector.

This year's annual conference is not to be missed. I look forward to seeing you in Albury later this year.



Welcome to Albury

Cr Kevin Mack, Mayor of Albury

Welcome to delegates attending the 2018 LGNSW Conference. As a renowned leader of regional councils in NSW, Albury City is proud to welcome our rural, regional and metropolitan colleagues to enjoy our vibrant, relaxed, clean, friendly city.

We know you will enjoy the hospitality of the Albury Entertainment Centre situated in the heart of our cultural precinct. Please take the opportunity to explore the area with a visit to the Art Museum (MAMA) and the LibraryMuseum during your stay. The welcome function on the banks of the Murray will be another highlight – we are about to embark on an exciting \$10 million river re-development project which will be a breathtaking addition to our community and visitor experiences. We are extremely proud that Albury continues to grow and evolve as a jewel in the crown of both southern NSW and regional Australia.

This year's conference will, I'm sure, highlight issues and challenges faced by all local government bodies and it's hoped we can come away with positive strategies and key learnings that make a real difference in our communities.

I wish you all an enjoyable stay in Albury and a successful 2018 conference.

ITEM 4 (continued)

ATTACHMENT 1

CONFERENCE VENUE

LGNSW ANNUAL
CONFERENCE
REGISTRATION 2018

Albury Entertainment Centre

The conference will take place at the Albury Entertainment Centre (AEC) complex in the heart of the CBD. The Square is flanked by the Library/Museum, Murray Art Museum Albury (MAMA), historic St Matthews Church and other civic buildings. The Theatre Auditorium will be the venue for the plenary sessions.

The trade exhibition will be in the Convention Centre Ground Floor Auditorium in the adjoining building. The Albury Entertainment Centre is within walking distance of all CBD accommodation, and free all day parking adjacent to the venue is available for delegates.



If you are tweeting about the LGNSW Annual Conference, please use the hashtag #lgnsw2018



3

Conference Overview

Full program details will be published on the LGNSW website. www.lgnsw.org.au

EVENT	LOCATION
Sunday 21 October	
Trade Exhibition Setup	Convention Centre Ground Floor Auditorium
Delegate Registration	Convention Centre Foyer
Councillor Workshop Session 1	Convention Centre Theatre Level 1
Councillor Workshop Session 2	Retro Lane Café, QEII Square, 525 Swift Street
President's Opening Reception	Noreuil Park, 48 Noreuil Parade (this is an outdoor event)
Monday 22 October	
Trade Exhibition	Convention Centre Ground Floor Auditorium
Business Session Plenary	Theatre Auditorium
Delegates Networking Function	Convention Centre Ground Floor Auditorium
Conference Gala Dinner	Marquee QE11 Square (onsite)
Tuesday 23 October	
ALGWA Breakfast	Retro Lane Café, QEII Square, 525 Swift Street
Trade Exhibition	Convention Centre Ground Floor Auditorium
Business Session Plenary	The Theatre Auditorium
General Managers' Lunch Briefing	Retro Lane Café, QEII Square, 525 Swift Street
Delegates' Networking Function	Convention Centre Ground Floor Auditorium

ITEM 4 (continued)

ATTACHMENT 1

REGISTRATION

LGNSW ANNUAL
CONFERENCE
REGISTRATION 2018

4

Registration to Attend the Conference

Registrations open in mid-July on the LGNSW website. We invite councillors, mayors, general managers and senior staff to register as individuals or groups.

Early bird registration rate is \$840 and applies if you register and pay by 17 September 2018

Standard registration rate is \$940 for all registrations from 18 September – 9 October 2018

Dinner is not included in the overall registration cost this year and is an optional added cost of \$110. This change follows member feedback. You will be able to select this as part of your online registration.

Members wanting to take advantage of the early bird rates, who are uncertain of the names of councillors attending can still register and pay now, and confirm names later, provided they do so by 9 October. (Delegates names and alterations to delegates names can be completed online.)

Note: Voting delegates must be registered to attend the Conference *and* also be registered as a voting delegate.

Registration as a Voting Delegate

Separate from Conference registration, financial members must nominate the names of their voting delegates for voting on motions.

For all information relating to voting entitlements, nominations and dates, please refer to the LGNSW website.

Register Online at lgnsw.org.au

Online registration is conducted through a secure site which accepts credit cards (Visa or Mastercard with a 0.9% surcharge), cheque and direct deposit payments.

Once you have registered, you will receive a confirmation email and a tax invoice. Your registration will be confirmed once full payment is received.

Delegate Registration Fees

Registration at the event is open from 1.00pm – 4.30pm in the foyer of the Albury Convention Centre on Sunday 21 October. Registration will move to the President's Opening Reception at Noreuil Park from 5.30pm – 7.30pm. On Monday 22 and Tuesday 23 October, registration will take place in the foyer of the Albury Convention Centre.

Delegate registration fees include business papers, the President's Opening Reception, two-day business sessions including morning and afternoon tea, lunch, delegate networking functions, name badge and a satchel. The cost to attend the conference is heavily subsidised by LGNSW and sponsors.

Optional Events

- Councillor training sessions incur a fee of \$44 and are part of the online registration optional events.
- The ALGWA breakfast is not part of the conference registration fee and is priced separately at \$55.
- Sightseeing tours of Albury are available for partners of delegates attending the conference. Register online.

- The conference dinner is optional this year (\$110).
- A special interest session for general managers only is offered free of charge on Monday 22 October. Register online.

The conference fee does not cover accommodation or partner attendance. Partners wishing to attend social functions need to book and pay online.

Sponsor Registration Fees

Each sponsorship level includes a certain number of registrations. If sponsors wish to register additional staff, we have a special rate per person which includes the President's Opening Reception only. Tickets must be purchased separately for the dinner. All sponsors (whether included in your package or extra) must register attendance via the online registration portal.

Registration fees (inclusive of GST)

DELEGATES	FEES
Early Bird Registration (paid by 17 September 2018)*	\$840
Standard Registration (paid by 9 October 2018)*	\$940
Conference Dinner Ticket (optional)	\$110
Non-member Early Bird Registration (paid by 17 September 2018)	\$1680
Non-member Standard Registration (paid by 9 October 2018)	\$1880
Non-member Conference Dinner Ticket	\$220
Sponsors Extra Staff Registration (paid by 9 October 2018)	\$495
PARTNERS AND EXTRA GUESTS	
President's Opening Reception	\$88
Conference Dinner Ticket	\$110
Training Sessions (see draft program on website)	\$44
ALGWA Breakfast	\$55

* excludes dinner

Speakers and Special Guests

If you are an invited guest or part of the conference program and would like to attend in full or for a part of the conference program, please email the LGNSW events team directly at events@lgnsw.org.au.

Confirmation, Cancellation Policy and Enquiries

Should you be unable to attend, once registered, a substitute delegate is welcome to attend in your place at no additional charge. All cancellations and amendments must be advised in writing to the Conference Secretariat, Bradley Hayden at Bradley@ccem.com.au. Cancellations made by 5.00pm Tuesday 9 October 2018 will be eligible for a full refund less a \$110 administration fee per registration. Cancellations made after 5.00pm on this date are not refundable.

ITEM 4 (continued)

ATTACHMENT 1

REGISTRATION

LGNSW ANNUAL
CONFERENCE
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Special Requirements

If you have any special dietary requirements, access or impairment issues, please ensure you complete the appropriate section of the online registration form. Every effort is made to ensure catering is varied, nutritional and inclusive of differing tastes.

Privacy

LGNSW is the organiser of the Local Government NSW Annual Conference 2018 and is bound by and committed to supporting the principles set out in the *Privacy and Personal Information Act 1998* and the Australian Privacy Principles. LGNSW will collect and store the information you provide in the registration process for the purpose of enabling us to register your attendance. With your permission, LGNSW may disclose some of the information whereby it is reasonably expected that such purpose be related to the offer, provision and improvement of conferences and services.

Delegate Contact Details

Please note that a nametag scanning facility will be available on site for sponsors and exhibitors to scan delegates' nametags, with their agreement, resulting in delegate contact details going straight to the sponsor or exhibitor. By registering for the conference you are deemed to have acknowledged and accepted this process.

Photography

There will be a photographer at the conference who will take pictures during the sessions and social functions. If you have your picture taken it is assumed that you consent to LGNSW using images. Images may be used for print and electronic publications.

Liability for your Registration

In the event of unforeseen circumstances, LGNSW and the Conference Secretariat do not accept responsibility or liability for the loss of expenses incurred by delay, cancellation, or miscommunication. By completing and submitting the online registration form, you are deemed to have read and accepted the cancellation and privacy information.

Contact

The Conference Secretariat, Bradley Hayden, is your contact for:

- Sponsorship enquiries, bookings and the trade exhibition
- Registration and function enquiries for delegates, sponsors and partners including payments and inclusions

Email bradley@csem.com.au
Phone 0412 461 392
Address PO Box 5013, Albury NSW 2640

LGNSW manages arrangements for delegates, observers and partners attending this year's conference in relation to:

- Business Papers and Conference material
- Applications for Service Awards (to be presented as part of the Conference Gala Dinner)
- All general enquiries regarding the business program

Email events@lgnsw.org.au
Phone 02 9242 4000
Address GPO Box 7003, Sydney NSW 2001

Voting at the Conference on Motions

If you are a voting representative for your council, you **MUST** be in the main auditorium on Monday 22 October so that a quorum can be achieved.

Voting at the conference will be by electronic handsets and a delegate plastic voting card will be distributed at registration. The plastic voting card must be returned at the end of the voting day or a fee of \$100 per card will be invoiced. Electronic handsets will be distributed at accessible points to the main theatre auditorium. A demonstration of the cards and electronic handsets will be given prior to business motion voting. This year, lanyards will also identify those who are voting delegates.

Contact LGNSW regarding:

- Voting delegate entitlements
- The 2018 Annual Conference dates and deadlines

For information relating to council voting entitlements, please contact Adam Dansie on 02 9242 4140. For details regarding your voting entitlements or how to change your voting delegate's name, please refer to the LGNSW website.

A reminder that registration as a voting delegate is a **separate process** to conference registration.

Business Papers

Member councils will receive a printed copy, for each voting delegate, of the Business Paper one week before the conference. Papers will also be available to download from LGNSW's website at this time. Councils may also view the Record of Decisions from the 2017 Conference on LGNSW's website.

Condition of Entry

It is a condition of entry that no delegate may disrupt the order of events or intent of the program. Anyone considered to be disturbing the program intent will be asked to leave. Only pamphlets and brochures approved by the event organisers may be distributed.

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ITEM 4 (continued)

ATTACHMENT 1

BUSINESS PROGRAM

LGNSW ANNUAL
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Local Government NSW Annual Conference 2018

A copy of the full draft program is available at www.lgnsw.org.au

Abridged version of the Program as at July 2018

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SUNDAY 21 OCTOBER

2.00pm – 4.00pm	Two optional concurrent councillor workshop/information sessions. Workshop 1 – AR Bluett Award winning councils in 2016 and 2017, a special presentation in Albury Convention Centre theatre, Level 1
2.00pm – 3.00pm	Workshop 2a – Elected Members: Update on Legal Responsibilities, Retro Lane Café, QEII Square, 525 Swift Street
3.00pm – 4.00pm	Workshop 2b – Elected Members: Developing Capabilities, Retro Lane Café, QEII Square, 525 Swift Street
5.30pm – 7.30pm	President's Opening Reception at Noreuil Park

MONDAY 22 OCTOBER

9.15am – 9.45am	Address from the Hon Gladys Berjiklian MP , Premier of New South Wales
9.45am – 11.00am	Address from Cr Linda Scott , LGNSW President Opening of the Federal and State Conference, chaired by Cr Linda Scott including demonstration of voting units, adoption of standing orders, presentation of the auditor's report, general financial report and operating report to members
11.30am – 4.00pm	Business session and consideration of motions
4.00pm – 4.30pm	Address from the Hon Gabrielle Upton MP , Minister for Local Government
4.30pm – 6.00pm	Delegate Networking Function
7.30pm – 11.00pm	Conference Dinner on-site Marquee QEII Square Presentation of Awards

TUESDAY 23 OCTOBER

7.30am – 8.45am	Australian Local Government Women's Association (ALGWA NSW) Breakfast
9.00am – 9.05am	Introduction by Ellen Fanning , Master of Ceremonies
9.05am – 9.30am	Address from the Hon Dr John McVeigh MP (Invited)
9.35am – 10.00am	Address from Mr Stephen Jones MP , Federal Shadow Minister for Local Government
10.05am – 10.30am	Association Business and Treasurer's Report
11.10am – 12.40pm	Smart Places: three presentations exploring the relevance and opportunities for all councils in a newly developing area involving innovation, ideas, technology, data, research and adaptation
1.30pm – 2.00pm	Address from the Hon Rob Stokes MP , Minister for Education (invited)
2.05pm – 2.35pm	Address to be advised
2.40pm – 3.10pm	Address from the Hon Peter Primrose MLC , Shadow Minister for Local Government
3.10pm – 4.00pm	Keynote Address: Stephen Bradbury
4.00pm – 4.30pm	Afternoon tea and networking

A copy of the full draft program is available at www.lgnsw.org.au

ITEM 4 (continued)

ATTACHMENT 1

SOCIAL PROGRAM

LGNSW ANNUAL CONFERENCE REGISTRATION 2018

President's Opening Reception
Sponsored by the NSW Department of Planning and Environment



Planning & Environment

Sunday 21 October, 5.30pm – 7.30pm

Noreuil Park Foreshore – Noreuil Parade Albury (off Wodonga Place)

Dress code: smart casual for outside evening event on grass. Flat shoes recommended.

Join special guests, fellow councillors, the LGNSW Board, general managers, sponsors and speakers for an official welcome and an informal cocktail reception at the iconic Noreuil Park foreshore on the banks of the Murray River. Enjoy the many talents of singer Miss Kitty and the Memphis Trio featuring Albury General Manager Frank Zaknich on drums. The rockabilly trio formed in July 2016 and have hit the ground running with bookings as far ahead as 2020.

Guests will also be treated to daring feats performed by Albury's world-renowned Flying Fruit Fly Circus. See ordinary kids doing extraordinary things! The Flying Fruit Fly Circus is dedicated to advancing and innovating the art form of circus. They are one of the world's leading youth arts companies, both a celebrated producer of contemporary circus-based theatre for young people and a national centre of arts training excellence.

Transfer buses leave AEC from Swift Street from 5.15pm and will loop back to Dean Street at 7.30pm for those wishing to dine locally. A list of available restaurants is on the website and it is strongly suggested you book to secure a table.

A Night on the Green Conference Dinner
Sponsored by StateCover Mutual Limited

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Monday 22 October, doors open at 7.30pm

Marquee QE11 Square

Dress Code: after five

Cost \$110

Allocated seating required; register as part of the conference registration process. If you require a dinner transfer from selected hotels, please book online in the registration.

Join us on the green of QE11 Square, under the stars, for a tasteful gala dinner, brought to you with the assistance of Elite Sponsor StateCover.

Be entertained by the unmissable concert from Johnny to Jack. Twenty years before Whispering Jack became the highest selling album in Australian history, a teenager named Johnny Farnham stormed onto the Australian music scene with the unconventional smash hit Sadie (The Cleaning Lady). From Johnny to Jack is the incredible rollercoaster journey of a teen pop idol's rise and fall, and the making of a rock and roll icon who would become known as 'The Voice'.

Australian vocal superstar Luke Kennedy (The Voice, The Ten Tenors, Swing On This) and his world-class band will take you on a musical odyssey featuring songs from Farnham's sensational back catalogue.



Noreuil Park Foreshore

ITEM 4 (continued)

ATTACHMENT 1

GENERAL INFORMATION

LGNSW ANNUAL
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ALGWA Breakfast



Tuesday 23 October, 7.15am for 7.30am start – 8.45am

Retro Lane Café, QEII Square, 525 Swift Street

Register as part of the conference registration process

Cost \$55

Special Guest Speaker Sarah Garnett,
Founder of The Benjamin Andrew Footpath Library

Sarah Garnett is a corporate communications producer and founder of The Benjamin Andrew Footpath Library, a charity which grew from her passion for human diversity and the desire to change attitudes towards homelessness. The Footpath Library gives away thousands of books each month to homeless and disadvantaged people across Sydney, Melbourne, Brisbane and Perth. There is no other library like it anywhere in the world. The free, mobile library collaborates with other community-based providers including Orange Sky Laundry and Vinnies Night Patrol, making it a truly unique service.

Partner's Optional Activities

Albury City Tour

Sunday 21 October, 10.00am – 12 noon

Departs and returns to Albury Entertainment Centre

Cost \$20 per person

Enjoy a guided coach tour of the beautiful city of Albury including the Murray River precinct, the WWI Monument and the grand architecture of Dean Street, the Albury Railway Station and other local highlights of historic and contemporary significance.

Minimum numbers apply for tour (maximum 48).



Albury City

AWARDS

Service Awards and the AR Bluett Awards



Outstanding Service and Emeritus Mayor Awards will be presented during the conference dinner to those who have given outstanding service to local government. To enable the processing of awards, councils are asked to advise LGNSW whether or not nominees for the award will be attending the conference and purchasing tickets. The deadline for applications for awards to be presented at the conference is Monday 27 August 2018.

A letter confirming the presentation will be sent to your general manager. If you do not receive confirmation by Monday 10 September, please contact Karen Rolls at LGNSW on 02 9242 4050.

The online nomination form can be found on [LGNSW's website](#).

The AR Bluett Memorial Trustees will also present the prestigious AR Bluett Awards during the dinner program to two councils that have been recognised as the most progressive in NSW in 2017/18.

ITEM 4 (continued)

ATTACHMENT 1

LGNSW ANNUAL
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Yindyamarra Sculpture Walk and Wonga Wetlands

Monday 22 October, 9.30am – 1.00pm

Departs and returns to Albury Entertainment Centre

Cost \$45 per person including lunch

Take in the beauty of the majestic Murray River when you walk the Yindyamarra Sculpture Trail. You will be guided by an expert in Wiradjuri culture highlighting some of the magnificent river related sculptures as you wind your way between river and wetlands. Discover Wonga Wetlands, a peaceful ecosystem of lagoons and billabongs, home to variety of wildlife and ancient river red gums. Enjoy a BBQ lunch, a presentation and walk around the wetlands before returning to central Albury.

Minimum numbers apply for tour (maximum 48). Please note any special dietary requirements in the online registration. Walking shoes recommended.



Yindyamarra Sculpture Walk

Corowa full day tour

Monday 22 October, 9.30am – 3.30pm

Departs and returns to Albury Entertainment Centre

Cost \$50 per person (lunch additional)

On the way to the riverside town of Corowa, enjoy a stop off at Wrenwood Gallery and Farm Shop to take in the variety of artworks, farm and home produce. On arrival to Corowa, experience the delicious treats at the Corowa Chocolate and Whisky Factory, purchase your own lunch here, and enjoy a factory tour and chocolate tasting. After lunch, visit the Federation Museum and learn about the birthplace of Federation before returning to central Albury.

Minimum numbers apply for tour (maximum 48). Please note any special dietary requirements in the online registration.

Accommodation

In line with our sustainability principles, and due to the fact that Albury has a great deal of accommodation within walking distance of the main venue, daily transfers will not be provided. LGNSW encourages delegates to take advantage of the CBD options. To book accommodation, see [Visit Albury Wodonga](#).

Free all day parking is available at the Wilson Street car park across from the conference venue.

Child Care Arrangements

If delegates require childcare facilities in order to attend the conference or social programs, contact the Albury Visitor Information Centre on 1300 252 879 or visit info@visitalburywodonga.com to connect with local providers.

Environmental Sustainability Commitment

LGNSW is committed to ensuring the LGNSW Annual Conference 2018 is organised and conducted in a sustainable manner to reduce the impact on the planet. The event will adhere to LGNSW Principles and Guidelines for Event Sustainability.

Sponsorships and Partnerships

If you are interested in sponsoring the conference, giving support or taking part in our trade display, please contact the Conference Secretariat, Bradley Hayden, Countrywide Conference and Event Management at bradley@ccem.com.au.



ITEM 4 (continued)

ATTACHMENT 1

SPONSORS

LGNSW ANNUAL
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Elite Sponsor



Premier Sponsor



Planning Sponsor



Distinguished Sponsors



Delegates Lounge



Exclusive Coffee Cart Sponsor



Valued Sponsors



ITEM 4 (continued)

ATTACHMENT 2

RULE 4 – OBJECTS OF THE LOCAL GOVERNMENT ASSOCIATION

4. The objects of the Association shall be in New South Wales and elsewhere:
- (a) to encourage, promote, protect and foster an efficient and effective autonomous, democratic system of Local Government elected by and responsible to local communities with its position constitutionally guaranteed and with adequate resources including revenue from State and Commonwealth Governments;
 - (b) to promote, maintain and protect the interests, rights and privileges of Local Government in New South Wales and of the constituent members of the Association;
 - (c) to encourage and assist Local Government to seek out, determine, assess and respond to the needs and aspirations of its constituents;
 - (d) to encourage, assist, promote and foster the achievement and maintenance of the highest level of integrity, justice, competence, effectiveness and efficiency of Local Government;
 - (e) to develop, encourage, promote, foster and maintain consultation and co-operation between councils and Local, State and Commonwealth Governments and their instrumentalities;
 - (f) to develop, encourage, promote, foster and maintain the financial and economic well-being and advancement of Local Government and for such purposes to undertake, establish, acquire, conduct or dispose of any business, enterprise, undertaking or venture which in the opinion of the Association is necessary, desirable or convenient;
 - (g) to represent the members of the Association and Local Government generally in their dealings with State and Commonwealth Governments, with statutory and other corporations, with the media and with the public;
 - (h) to promote, support and encourage Local Government at a State and national level;
 - (i) to provide an industrial relations service to members including:
 - (i) representing the interests of members in industrial matters before courts and tribunals;
 - (ii) assisting in negotiations relating to the settlement of disputes between members and their employees;
 - (iii) representing the interests of members in negotiating the establishment of and/or variation of industrial awards and agreements;
 - (iv) promoting training programs aimed at enhancing the performance of Local Government.
 - (j) to undertake or promote any activity which the Board determines to be for the benefit and/or interest of members and local government in New South Wales.

ITEM 4 (continued)

ATTACHMENT 3



Councillor Attendance at Conferences Guideline

Related Policy

This guideline sets out the criteria to determine the attendance of Councillors at Conferences. It relates to the Policy on the Payment of Expenses and Provision of Facilities for the Mayor and Other Councillors.

Guidelines

Council acknowledges the value of Councillor attendance at conferences to enable them to be both knowledgeable and current on issues affecting the City of Ryde. In order to ensure that attendance at Conferences is equitable, transparent and consistent, attendance will be limited as follows:

1. Local Government Association Conference – the number of voting delegates plus one. Details of the delegates and attendee to be determined by resolution of Council.
2. Australian Local Government Association Conference.
3. In addition, to 1 and 2 above, every Councillor is entitled to attend one conference in either NSW, Canberra, metropolitan Brisbane or metropolitan Melbourne. The conference must directly relate to the business of Council. More than one Councillor may attend the same conference if Council resolves that this will be beneficial for both Council and the Councillors concerned.
Within 2 months after the conference the attending Councillor must report to Council on the proceedings of the conference. That report will be included in the Councillors Information Bulletin.
5. No Councillor can attend a Conference without the prior approval of Council. Reports to Council are to include details of the Conference and an estimate of the associated costs including registration, transport and accommodation.
6. Council may resolve that a Councillor can attend more than one conference per year but this determination will be dependant on budgetary constraints and with an emphasis on ensuring that all Councillors have equal access to conferences.
7. Each year, as part of the review of the Policy on the Payment of Expenses and Provision of Facilities for the Mayor and Other Councillors, Council officers will provide a full report of expenditure and Conference attendance by Councillors.

Councillor Attendance at Conferences guideline		
Owner: Governance Unit	Accountability: Mayoral and Councillor support service	
Trim Reference: D10/77193	Policy: Payment of Expenses and Provision of Facilities for the Mayor and other Councillors	One Page only

5 CITIES POWER PARTNERSHIP SUMMIT 2018 - ACCELERATING LOCAL ACTION – 18 AND 19 OCTOBER 2018, KIAMA NSW

Report prepared by: Civic Support Officer
File No.: CLM/18/1/5/2 - BP18/788

REPORT SUMMARY

This report seeks the Finance and Governance Committee's approval for Councillors Clifton and Pedersen to attend the Cities Power Partnership Summit 2018, to be held in Kiama on Thursday, 18 October 2018 and Friday, 19 October 2018.

All Councillors were advised of the Summit through the Councillor Information Bulletin, dated 19 June 2018 with Councillors Clifton and Pedersen expressing their interest in attending this conference.

RECOMMENDATION:

- (a) That Council approve Councillors Clifton and Pedersen's request to attend the Cities Power Partnership Summit in Kiama, including attendance fees, accommodation, travel and other associated expenses.
- (b) That Council determine whether any other Councillor attend this Conference.

ATTACHMENTS

- 1 Cities Power Partnership Summit Overview
- 2 Cities Power Partnership Summit - Draft Program
- 3 Councillor Attendance at Conferences Guidelines

Report Prepared By:

Kathryn Fleming
Civic Support Officer

Report Approved By:

Amanda Janvrin
Senior Coordinator - Civic Support

John Schanz
Manager - Corporate Governance

Roy Newsome
Director - Corporate Services

ITEM 5 (continued)**Discussion**

The Cities Power Partnership Summit 2018 will be held at the Pavilion in Kiama on 18 October and 19 October 2018. The summit will inspire, connect, engage and deliver practical information to assist councils implement carbon emissions reduction projects that contribute to the action pledges across the four areas of Renewable Energy, Energy Efficiency, Sustainable Transport and Working Together for influence. A copy of the Summit Overview is attached (**ATTACHMENT 1**).

The Key Topics will be:

- Setting and delivering on carbon reduction targets – best practice case studies from CPP member councils.
- The power of council and community partnerships to deliver renewable energy projects.
- Councils becoming medium scale renewable energy project developers.
- Low carbon project financing options and cost/benefit analyses.
- Electric vehicle fleet and fast charging infrastructure rollouts.
- What are the climate risks and potential liabilities that councils face?
- International case studies and learnings for Australian councils.

A copy of the Daft Program is attached (**ATTACHMENT 2**).

All Councillors were advised of the Summit through the Councillor Information Bulletin, dated 19 June 2018 with Councillors Clifton and Pedersen expressing their interest in attending this conference.

Financial Implications

Should Council resolve to approve both Councillors Clifton and Pedersen's attendance at this Summit the following estimated costs will be incurred:

Registration Fee:	\$750.00
Gala Dinner:	\$195.00
Accommodation:	\$460.00
Travel Expenses:	\$ 85.00

Total est. cost \$1,490 per person

In 2018/2019 Budget, there was an allocation of \$30,400 available for Councillors to attend conferences, with the current unexpended balance for Councillors, being \$27,735.

ITEM 5 (continued)**Policy Implications**

The *Policy on the Expenses and Facilities for the Mayor and Other Councillors* sets out the entitlements for Councillors attending such Conferences. **ATTACHMENT 3** is the Guidelines for Councillor Attendance at Conferences. The Guidelines provide that in addition to the Local Government NSW Conference and the Australian Local Government Conference, every Councillor is entitled to attend one conference in NSW, Canberra, metropolitan Brisbane or metropolitan Melbourne. The conference must directly relate to the business of Council. More than one Councillor may attend the same conference if Council resolves that this will be beneficial for both Council and the Councillors concerned.

ITEM 5 (continued)

ATTACHMENT 1



SUMMIT 2018

October 18-19, 2018 | The Pavilion, Kiama NSW

ACCELERATING LOCAL ACTION

cppsummit.org.au

ITEM 5 (continued)

ATTACHMENT 1

1 Cities Power Partnership Summit 2018

A Message From Our Team

Dear Supporter,

We're writing to invite you and your organisation to be part of the premier Australian summit focused on connecting and supporting our local towns, cities and regional councils across the country, as they unlock the huge opportunities for carbon emissions reduction projects. This summit is part of the Cities Power Partnership, Australia's biggest climate program for local government.

We know that transforming the way cities use and generate energy alone has the potential to deliver 70% of the total emissions reductions needed to stay on track for the 2 degrees limit set under the Paris agreement.

The Cities Power Partnership currently represents 70 local councils and 8 million Australians, with this figure set to rise further in 2018 as future membership rounds open.

Over the last twelve months, concerns around the reliability, sustainability and affordability of our energy system have put energy on front pages across the nation.

As Commonwealth and State policymakers grapple with the long term challenge on the supply side, local governments and energy users are turning to the cost effective solutions such as energy efficiency and rooftop solar that both reduce their operating costs and contribute to their carbon reduction targets.

We ask you to join us to be a part of the solution for accelerated local action in carbon emissions reduction. The summit will bring together the CPP's

national network of local governments as well mayors, sustainability officers, councilors, community energy groups, energy and sustainability businesses and specialists to share ideas, share knowledge and connect.

We look forward to welcoming you to the Cities Power Partner Summit 2018.

Sincerely,



Professor Tim Flannery
Chief Councillor



Greg Bourne
Climate Councillor



Amanda McKenzie
CEO Climate Council

Join the conversation

 @CPP_AU | #CPPSummit2018 | www.cpps summit.org.au

ITEM 5 (continued)

ATTACHMENT 1

The Summit

The Cities Power Partner Summit, to be held in October 18-19, 2018, will inspire, connect, engage and deliver practical information to assist councils implement carbon emissions reduction projects that contribute to the action pledges across the four areas of Renewable Energy, Energy Efficiency, Sustainable Transport & Working Together for Influence.

Our summit theme for 2018 'Accelerating local action' underlines the crucial role of local leadership and the fact that visible, concrete action on climate change is supported by ratepayers and residents around the country.

Curated by the Climate Council's Cities Power Partnership team with input from an advisory panel of leading experts from around Australia, the program will feature Australian and international keynote speakers, panel discussions, media training run by the Climate Media Centre and lots of lively debate.

Key Topics



Setting and delivering on carbon reduction targets - best practice case studies from trailblazing member councils



Councils becoming medium scale renewable energy project developers



Low carbon project financing options and cost / benefit analyses



Electric vehicle fleet and fast charging infrastructure rollouts



What are the climate risks and potential liabilities that councils face?

ITEM 5 (continued)

ATTACHMENT 1

3 Cities Power Partnership Summit 2018

The Climate Council

To date the Climate Council has produced 97 world-class reports on climate impacts and solutions, is the number one organisation communicating on climate change nationally in 2016 and 2017 and has reached a cumulative audience of over 397 million, readers, viewers and listeners in the last 4 years.

The Cities Power Partnership is a strategic project of the Climate Council that launched nationally on July 19th 2017.

70

**CPP Member
councils and
growing.**

8 million +

**Australians
represented.**

250+

**Towns and cities
represented.**

1000+

**CPP media items
in 6 months.**

ITEM 5 (continued)


ATTACHMENT 1

4


The Cities Power Partnership

The Cities Power Partnership (CPP) is a unique, evidenced based national program for local government that seeks to accelerate Australia's transition to a low carbon future. The Cities Power Partnership consists of four core program components that support local councils to increase renewable energy, energy efficiency and sustainable transport in their local government areas, as well as increasing collaboration around the country.


Action

 Every member council must commit to implement 5 pledge items across energy efficiency, renewable energy, sustainable transport and working together. They must report on progress every 6 months.


Knowledge

 The CPP offers an online knowledge hub of over 200 easily searchable resources; expert webinars; a Power Analytics tool to track emissions, energy and cost savings of projects, a summit and Climate Council annual local government report that features the latest international and Australian case studies.

Connection

 Each member council is buddied with two other councils to knowledge share, noting that one of these buddies must be from a different state to help grow an established sharing of knowledge across state lines. Member councils are also brought together at the national Power Partners summit.

Profiling

 To help increase community and councillor support, local government successes are showcased by the CPP team in national, state, local and social media to millions and their successes are shared with our community of over 200,000 members and supporters.

In addition to in-house Climate Council experts, the Cities Power Partnership has established an external advisory panel to guide the growth of the program. This panel includes:



Professor Karen Hussey
Climate and energy policy expert at the University of Queensland



Minister Shane Rattenbury
Climate Change & Sustainability Minister, ACT Government



Ms Verity Morgan-Schmidt
CEO, Farmers for Climate Action



Cllr Damien Ryan
Mayor Alice Springs Town Council & Vice President Australian Local Government Association (ALGA)



Claire Painter
Implementation Manager
ClimateWorks Australia

ITEM 5 (continued)

ATTACHMENT 1

5 Cities Power Partnership Summit 2018

The Audience

The targeted national audience for the summit will include CPP member councils who have signed up to the partnership in rounds 1-3, estimated to total 100 Councils. See appendix A for the list of 70 round 1 and 2 CPP Power Partners.

Specific job titles include

- > Mayors and councillors,
- > Local government asset managers,
- > Environmental policy managers,
- > Energy and carbon managers,
- > Sustainability project managers,
- > Energy procurement teams,
- > Transport planners,
- > Communications officers,
- > Business and community engagement teams.

In addition to our CPP member audience we also welcome prospective councils looking to join in 2018-19 as well as policy practitioners in state and federal government community energy groups, and low carbon products and service suppliers.

Map of CPP member councils.



ITEM 5 (continued)

ATTACHMENT 1

6

CPP Excellence Awards

The summit will also include the inaugural Cities Power Partner awards ceremony, which will showcase excellence in renewable energy, energy efficiency, sustainable transport and community advocacy at the practitioner level, as well as individual champion awards.

The awards ceremony will be held as part of the CPP Power Summit gala dinner. Award entrants will be drawn from the Power Partner membership base.

- > Renewable Energy Achievement Award
- > Energy Efficiency Achievement Award
- > Sustainable Transport Achievement Award
- > Community Engagement Award
- > Best buddies Award
- > Media Performance Award
- > CPP Ambassador

The awards will be an evening of celebration not to be missed!



ITEM 5 (continued)

ATTACHMENT 1

8

The Venue



The Pavilion Kiama

The Pavilion Kiama is located within the Illawarra's South Coast. Perched on the headland overlooking the famous Kiama Lighthouse, Norfolk Pines and Surf Beach, the stunning coastal location makes it a unique conference venue. The Pavilion Kiama is a 1.5 hour drive south of Sydney or accessible via direct train from Sydney airport.

The regional location provides delegates with the opportunity to network and learn without distractions back at the office. The summit dates Thursday – Friday also offers an opportunity for delegates to extend their stay to visit the beautiful NSW South Coast.

Our host, Kiama Municipal Council, is an inaugural Cities Power Partner. Council is looking forward to welcoming the CPP Summit in 2018 and showcasing Kiama's natural beauty and sustainability initiatives to the national audience.

The venue can cater for up to 300 delegates together with indoor and outdoor exhibition opportunities to cater for electric vehicle test drives or even electric and battery lawn mower demonstrations.

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ATTACHMENT 1

11 Cities Power Partnership Summit 2018

Appendix 1: List of Power Partners

First round of CPP Power Partners

1. Albury City Council (NSW)
2. Alice Springs Town Council (NT)
3. Bega Valley Shire (NSW)
4. Blacktown City Council (NSW)
5. Bundaberg Regional Council (QLD)
6. Byron Shire (NSW)
7. Canberra (ACT)
8. Canterbury Bankstown City Council (NSW)
9. Douglas Shire Council (QLD)
10. Eurobodalla Shire (NSW)
11. Glamorgan Spring Bay Council (Tas)
12. Hawkesbury City Council (NSW)
13. Huon Valley Council (Tas)
14. Kiama Municipal Council (NSW)
15. Ku-ring-gai Council (NSW)
16. Lane Cove Council (NSW)
17. Lismore City Council (NSW)
18. Moreland City Council (Vic)
19. Muswellbrook Shire Council (NSW)
20. North Sydney Council (NSW)
21. Noosa Council (QLD)
22. Parkes Shire Council (NSW)
23. Penrith City Council (NSW)
24. Shoalhaven City Council (NSW)
25. The City of Canning (QA)
26. The City of Darebin (Vic)
27. The City of Fremantle (WA)
28. The City of Newcastle (NSW)
29. The City of Kalgoorlie-Boulder (WA)
30. The City of Port Phillip (Vic)
31. The City of Swan (WA)
32. The Shire of Strathbogie (Vic)
33. Upper Hunter Shire Council (NSW)
34. Willoughby City Council (NSW)
35. Yass Valley Council (Vic)

Second round of CPP Power Partners

36. City of Armadale (WA)
37. Bathurst Regional Council (NSW)
38. Bayside City Council (NSW)
39. Bellingen Shire Council (NSW)
40. City of Boroondara (Vic)
41. Brighton Council (Tas)
42. Brisbane City Council (QLD)
43. Broken Hill City Council (NSW)
44. City of Bunbury (WA)
45. Cairns Regional Council (QLD)
46. Cumberland Council (NSW)
47. City of Darwin (NT)
48. City of Gosnells (WA)
49. City of Greater Dandenong (Vic)
50. Hornsby Shire Council (NSW)
51. Inner West Council (NSW)
52. City of Kwinana (WA)
53. Logan City Council (QLD)
54. City of Melville (WA)
55. Mornington Peninsula Shire (Vic)
56. Nambucca Shire (NSW)
57. Northern Beaches Council (NSW)
58. Northern Midlands Council (Tas)
59. City of Onkaparinga (SA)
60. Orange City Council (NSW)
61. City of Parramatta (NSW)
62. Randwick City Council (NSW)
63. City of Ryde (NSW)
64. Shire of Serpentine Jarrahdale (WA)
65. Sunshine Coast Council (QLD)
66. City of Sydney (NSW)
67. City of Wagga Wagga (NSW)
68. Waverley Council (NSW)
69. Wingecarribee Shire (NSW)
70. Woollahra Municipal Council (NSW)

ITEM 5 (continued)

ATTACHMENT 1

12

Testimonials



"Local government has and will continue to be an important driver for climate change action. The Cities Power Partnership provides Council with the ability to connect with other local governments from around Australia to share knowledge and to enhance our own local programs."

- Mayor Kristy McBain, Bega Valley Shire, NSW.



"Joining the Cities Power Partnership makes the council part of a national solution. Local government can't sit on its hands and wait for solutions to come to us from other tiers of government or external organisations, we must build capacity together and develop our own ways to tackle climate change."

- Mayor Lorraine Rosenberg, The City of Onkaparinga, SA.



"Of all the levels of government it is at the local level that we are seeing the strongest leadership on the challenge of climate change. We are pleased to be a founding partner of the Cities Power Partnership that will see local governments share ideas and experiences to reduce our emissions."

- Mayor Brad Pettitt, City of Fremantle, WA.



"While there are significant environmental benefits from taking action on climate change, the ACT is also committed to diversifying our local economy by investing in the energy technologies of the future. Canberra has learned significant lessons by leading the way on climate action and we are keen to share those lessons through the Cities Power Partnership."

- Minister Shane Rattenbury, Australian Capital Territory.



"Bundaberg Regional Council is pleased to join a select group of councils in the Cities Power Partnership who are determined to demonstrate their leadership and provide direction for an environmentally conscious and resilient future – for this generation and future generations to come."

- Mayor Jack Dempsey, Bundaberg Regional Council, QLD.



"Strathbogie Shire Council is a rural Victorian municipality with a small population and a large, diverse land-mass.

Joining the Climate Council's Cities Power Partnership acknowledges the expert support from the Climate Council, important network links from other councils throughout Australia, opening up funding opportunities, and growing our reputation throughout the environment and sustainability sector."

- Mayor Cr Amanda McClaren, Strathbogie Shire, VIC.



"Council signed up to the Cities Power Partnership as we saw this as an opportunity to increase the work we are already doing in promoting energy efficiency and renewable energy. We are looking forward to identifying projects and achieving our goals, whilst sharing the information and resources of other likeminded Councils."

- Lord Mayor Andrew Wilson, The City of Parramatta, NSW.



"The Climate Council's Cities Power Partnership aligns with the goals of Alice Springs Town Council. As a leader in the local community, Council looks forward to learning and sharing alongside other Power Partners."

- Mayor Damien Ryan, Alice Springs, NT.

ITEM 5 (continued)

ATTACHMENT 1

Cities Power Partnership

cpp@climatecouncil.org.au
citiespowerpartnership.org.au



ITEM 5 (continued)

ATTACHMENT 2



The Pavilion, Kiama
October 18- 19, 2018

Draft Program (subject to change)

Day 1 (Thursday)

9:00	Acknowledgement of country
9:20	Welcome <i>Councilor Mark Honey, Mayor, Kiama Municipal Council</i>
9:30	Summit overview <i>MC Bruce Roberts, News Anchor & Journalist, Win Television</i>
9:40	International Keynote address: Lancaster reborn -how we became the clean energy capital of California <i>R.Rex Parris, Mayor, City of Lancaster, California</i>
10:25	Climate science update-impacts for towns and cities <i>Professor Lesley Hughes, Climate Councillor and Distinguished Professor of Biology, Macquarie University</i>
10:55	Morning tea
11:25	Establishing carbon reduction or carbon neutral targets <ul style="list-style-type: none"> - Where to start - how to get Councilors on board? - What are the information needs? - Setting targets within the context of council change - Broadening to community wide emissions – what’s involved? <i>Nik Midlam, Manager Carbon Strategy, City Sustainability, City of Sydney</i> <i>Daniel Murphy, Economic Development Manager, Bega Valley Shire Council</i> <i>Dr Matthew Nott, Founder, Clean Energy for Eternity</i>
12:25	Lunch
LOCAL ACTION IN FOCUS	
1:30	Power Partner Best Practice Case studies How innovative local government carbon emission reduction projects have either demonstrated leadership, a novel approach or overcome barriers Renewable Energy – How Council’s 25 year Environment & Livability Strategy underpinned its 15MWh Solar Farm development & demand management initiatives

ITEM 5 (continued)

ATTACHMENT 2

	<p><i>Dr Sonia Marshall, Strategic Policy Officer, Sunshine Coast Council, QLD</i></p> <p>Energy Efficiency <i>Switch Your Thinking!</i> is a regional approach developed to reduce administration and pursue ambitious mitigation projects across Metropolitan Perth. Working collectively with 16 Local Governments the licensed program services 1.1 million residents, 90,900 businesses and 300 schools. Efficiency projects include early adoption of green building practices, revolving energy funds, demand response alerts, negotiation of community purchase incentives and innovative residential trials <i>Julie McMinn, Co-ordinator Switch Your Thinking! Program, City of Gosnells, WA</i></p> <p>Sustainable Transport Overview of the ACT's Transition to Zero Emissions Vehicles Action Plan 2018-2021, fleet electrification, charging infrastructure rollout and electric / hybrid bus & e-bike fleet trials <i>Climate Change Policy Team, ACT Government</i></p> <p>Work Together & Influence – Solar my School Program, a free Council-run initiative designed to help primary and secondary schools “go solar” through feasibility, funding, installation, promotion & education assistance. In 12 months 36 of 64 schools are participating representing 1.3MW of identified and installed solar <i>Anthony Weinberg – Regional Environment Program Coordinator & Nicola Saltman, Engagement Lead, 3 Council Regional Environment Program - Waverley, Woollahra & Randwick, NSW</i></p>
3:00	<i>Afternoon Tea</i>
	CARBON CERTIFICATION & RISK MANAGEMENT
3:30	<p>Participating in the voluntary carbon market To pursue a carbon neutral certification or to meet a greenhouse gas emission reduction target, Councils are increasingly interested in identifying the processes to participate in the voluntary carbon market.</p> <ul style="list-style-type: none"> ● Performance to date – what is the participation of Australian councils? ● Where to start – establishing a baseline, data management & collection, supply chain research, offset purchasing guidelines ● How affordable is the process? ● Can councils be both proponents and purchasers of carbon offsets? <p><i>Chris Wilson, Director of Sustainability Advisory Services, Pangolin Associates</i></p> <p>Case study: Brisbane City Council goes carbon neutral Australia's largest local government authority in population & budget received received formal certification as a carbon neutral organisation under the Australian Government's Carbon Neutral Program in early 2018.</p> <ul style="list-style-type: none"> ● Lessons learned from measuring GHG emissions from landfill operations, electricity and fuel use and council supply chains ● Emissions reduction projects - landfill gas capture and combustion, energy & fuel efficiency and renewable energy ● How Council approached purchasing eligible carbon offsets to negate all residual emissions

ITEM 5 (continued)

ATTACHMENT 2

	<i>Vicky Petterson, Senior Program Officer, Carbon Policy and Administration, Brisbane City Council</i>
4:30	Understanding and managing climate liability for councils <ul style="list-style-type: none"> - How much can we assess climate risk & exposure? - Overview of risk management assessments - Climate models - Mitigation & adaptation activities <i>Professor Karen Hussey, Climate Councilor & Director, Public Policy Unit, University of Queensland</i>
5:10	Closing remarks
5:30	Networking drinks
7:00	Power Partner Inaugural Awards Award categories – <ul style="list-style-type: none"> • Renewable Energy Achievement Award • Energy Efficiency Achievement Award • Sustainable Transport Achievement Award • Community Engagement Award, • Best Buddies Award • CPP Ambassador (individual)
10:30	Close

DAY 2 FRIDAY

9:00am	Welcome & Day 2 preview <i>MC Bruce Roberts, News Anchor & Journalist, Win Television</i>
9:05am	Local Keynote Presentation Role of local government action, COAG & National Energy Guarantee update ACT progress on carbon neutral 2050 & 100% renewable energy targets <i>Shane Rattenbury MLA, Minister for Climate Change & Sustainability, ACT Government</i>
NEW ENERGY MARKETS & PROCUREMENT MODELS	
9:40am	Case studies: Managing energy price & carbon risk Melbourne Renewable Energy Project (MREP) Power Purchase Agreement <ul style="list-style-type: none"> • MREP Overview - who, when, how & why • The appeal of linking electricity retail contracts to carbon neutrality • What were the decision making steps Councils had to undertake to join the City of Melbourne led initiative of 14 members • How did members measure and assess risk and financial impacts & environmental benefits • What are the key learnings & opportunities for local government Panelists <ul style="list-style-type: none"> • <i>John Griffiths, Senior Sustainability Officer, Urban Sustainability, City of Melbourne</i> • <i>Brett McDonald, Senior Greenhouse Projects Officer, City of Port Phillip</i> New PPA market offerings

ITEM 5 (continued)

ATTACHMENT 2

11:00am	Morning tea
11:30am	<p>Sustainable Transport – What role for electric vehicles?</p> <ul style="list-style-type: none"> - The state of EVs in Australia, an update <i>Claire Painter, Electric Vehicle Council</i> • Public charging infrastructure & council fleet electrification–what are the key considerations for Councils? - <i>Carbon Neutral Adelaide (invited)</i> • Charging station network rollouts, funding opportunities including user pay charging
12:30	<p>Low Carbon Project Financing Options</p> <ul style="list-style-type: none"> • Wait for grant or act now – understanding the opportunity costs - <i>Greg Bourne, Climate Councillor & former Chair ARENA</i> • Overview of the CEFC Local Government Financing program lending options & project funding evaluation criteria - <i>Victoria Adams, Director, Clean Energy Finance Corporation</i> • Case study: Council developed mid scale 5MWh solar farm on former landfill site – the funding story - <i>Adam Clarke, Projects & Infrastructure Co-ordinator, Newcastle City Council</i>
1:30	Lunch
2:20	<p>Becoming Pitch Perfect</p> <ul style="list-style-type: none"> - Tips for generating local media interest in your climate projects - Finding the angle brainstorm - Driving social media engagement - Developing engaging content - Training of council media spokespersons for responding to climate disruption (eg extreme weather events) climate solutions & new initiatives - The role of video in telling a climate action story - How the Cities Power Partnership team can help <p><i>Facilitator</i> Fiona Ivits CPP Media Advisor</p>
2:50	<p>Closing Panel Discussion: Cities Power Partnership reflections on year 1</p> <ul style="list-style-type: none"> • How has participating in the CPP benefitted our emissions reduction mission • Where to from here - what would we like to see in year 2 & beyond?
3:20	Summary remarks
3:30	Close

ITEM 5 (continued)

ATTACHMENT 3



Councillor Attendance at Conferences Guideline

Related Policy

This guideline sets out the criteria to determine the attendance of Councillors at Conferences. It relates to the Policy on the Payment of Expenses and Provision of Facilities for the Mayor and Other Councillors.

Guidelines

Council acknowledges the value of Councillor attendance at conferences to enable them to be both knowledgeable and current on issues affecting the City of Ryde. In order to ensure that attendance at Conferences is equitable, transparent and consistent, attendance will be limited as follows:

1. Local Government Association Conference – the number of voting delegates plus one. Details of the delegates and attendee to be determined by resolution of Council.
2. Australian Local Government Association Conference.
3. In addition, to 1 and 2 above, every Councillor is entitled to attend one conference in either NSW, Canberra, metropolitan Brisbane or metropolitan Melbourne. The conference must directly relate to the business of Council. More than one Councillor may attend the same conference if Council resolves that this will be beneficial for both Council and the Councillors concerned.
4. Within 2 months after the conference the attending Councillor must report to Council on the proceedings of the conference. That report will be included in the Councillors Information Bulletin.
5. No Councillor can attend a Conference without the prior approval of Council. Reports to Council are to include details of the Conference and an estimate of the associated costs including registration, transport and accommodation.
6. Council may resolve that a Councillor can attend more than one conference per year but this determination will be dependant on budgetary constraints and with an emphasis on ensuring that all Councillors have equal access to conferences.
7. Each year, as part of the review of the Policy on the Payment of Expenses and Provision of Facilities for the Mayor and Other Councillors, Council officers will provide a full report of expenditure and Conference attendance by Councillors.

Councillor Attendance at Conferences guideline		
Owner: Governance Unit	Accountability: Mayoral and Councillor support service	
Trim Reference: D10/77193	Policy: Payment of Expenses and Provision of Facilities for the Mayor and other Councillors	One Page only

6 REAFFIRMATION OF CITY OF RYDE'S EMPLOYMENT PRACTICES

Report prepared by: Manager - People and Culture**File No.:** GRP/09/5/13 - BP18/634

REPORT SUMMARY

The purpose of this update report is to respond to Council's resolution at its meeting on 24 April 2018, relating to a Notice of Motion on the Reaffirmation of City of Ryde's Employment Practices.

Council is committed to developing a workplace culture that displays fair practices and behaviour, and improved employment access and participation for equal employment opportunity (EEO) and diversity groups.

Council's EEO and Diversity Management Plan 2018-2021 (the Plan) has been approved by the Executive Team and implemented following consultation with the EEO and Diversity Reference Group and the Consultative Committee (**ATTACHMENT 1**).

The Plan in responding to the Local Government Act 1993, provides a framework for the development and implementation of specified programs and ongoing review of equitable employment practices.

RECOMMENDATION:

That this report is received for information and noted.

ATTACHMENTS

- 1 Equal Employment Opportunity (EEO) and Diversity Management Plan 2018-2021

Report Prepared By:

Marnie Mitchell
Manager - People and Culture

Report Approved By:

Roy Newsome
Director - Corporate Services

ITEM 6 (continued)**Discussion**

The following discussion outlines how the EEO and Diversity Management Plan 2018-2021 (the Plan – **ATTACHMENT 1**) responds to Council's resolution as provided below:

Resolution - Parts (a), (b) and (f)

- (a) *That Council reaffirm its long-term goal to have a workforce that reflects the demographics of its community.*
- (b) *That in Council's review of its Workforce Plan and Equal Employment Opportunity and Diversity Management Plan, it makes provision for specific actions in respect of certain sections within our community;*
- (f) *That the Review be completed and reported back to Council.*

The EEO and Diversity Management Plan 2018-2021 (the Plan) has been developed as a framework to facilitate the identification and removal of systematic barriers to the participation and promotion of EEO and Diversity groups including but not limited to:

- Women
- Aboriginal and Torres Strait Islander people
- People with a disability (including those requiring adjustment at work)
- People from culturally and linguistically diverse backgrounds

The objectives of the Plan are to:

- create a working environment which is free from discrimination and where employees are treated fairly, with dignity and respect
- support morale and motivation by increasing employee confidence in our work practices by ensuring that all employees have equal access to employment opportunities within the workplace
- continually review employment practices to ensure flexibility in accommodating the changing needs of our employees
- keep all policies and procedures consistent with legislative requirements
- ensure all employees have an equal opportunity based on merit; and
- provide a safe and productive working environment for all employees

Council is also committed to meeting planning and reporting obligations. The Annual Report will outline the progress towards EEO and Diversity specific initiatives and programs that have been implemented during the relevant reporting period.

ITEM 6 (continued)**Resolution – Part (c)**

- (c) *That Council seek exemptions to allow positions within Council to provide opportunities for people with disabilities and for Aboriginal and Torres Strait Islanders.*

Strategies within the Plan with regard to targeted recruitment opportunities for persons of Aboriginal or Torres Strait Islander background require that Council seek an exemption from the Anti-Discrimination Board under section 126 of the Anti-Discrimination Act 1977 (NSW). Council has submitted an application for exemption for up to two positions per year and expects that approval will be received by August 2018.

Resolution – Part (d)

- (d) *That Council undertake a review of customer facing positions to identify those positions which should allow for bi-lingual skills and that appropriate specified languages be listed as a desirable criteria item in the selection process.*

Council has made a decision that **all** position descriptions will contain a desirable criterion for bi-lingual skills in Council's community languages. This has been implemented.

Resolution – Part (e)

- (e) *That Council explores any other options that would affirm our commitment in Equal Employment Opportunity.*

In further affirming Council's commitment to equal employment opportunity, the Plan includes additional initiatives that demonstrate Council's efforts to develop a culture that is supportive of employment equity and diversity principles and strengthens Council position as an Employer of Choice.

Some of the key additional strategies include the following:

- Partnering with Job Access for an independent audit of Council's staffing Policies and Procedures as related to EEO and Diversity;
- Development and implementation of an Aboriginal and Torres Strait Islander employment program which may include traineeships (approved as a pilot for 2018/19);

ITEM 6 (continued)

- Development and implementation of a disability employment program which may include traineeships (approved as a pilot for 2018/19);
- Development and implementation of Business Administration traineeships to provide opportunities for other persons (to be considered for 2019/2020 following review of the pilot programs);
- Development and implementation of a Reasonable Adjustment Policy to support persons with disability; and
- Implementation of e-learning for the delivery of key training programs that educate staff and promote an inclusive and equitable culture.

Financial Implications

Financial implications for strategies contained within the EEO and Diversity Management Plan 2018-2021 are within budget and managed within existing resources and as provided for within the 4 year Delivery Program.

ITEM 6 (continued)

ATTACHMENT 1



Equal Employment Opportunity (EEO) and Diversity Management Plan
Creating a Workforce that is Equitable and Diverse
2018 - 2021

NOTE: This document is currently being prepared with City of Ryde Branding

ITEM 6 (continued)

ATTACHMENT 1

Message from the General Manager

The City of Ryde is committed to developing a workplace culture that displays fair practices and behaviours, and improved employment access and participation for Equal Employment Opportunity (EEO) and Diversity groups. This commitment will contribute towards achieving a safe and rewarding workplace free from all forms of unlawful harassment and discrimination where all employees and prospective employees are afforded equal access to opportunities and benefits relating to employment, promotion and training.

In doing so it aims to create a diverse and skilled workforce that will have the capabilities to deliver quality services to our community, thereby helping to make the City of Ryde a better place to live, work and do business.

In addition to fulfilling Council's requirements under the Local Government Act 1993 this Plan provides an opportunity to review and strengthen our efforts to develop a culture that is supportive of employment equity and diversity principles and outlines our objectives and how they will be achieved over the next four years.

Introduction

The City of Ryde has legal obligations under the Anti-Discrimination Act 1977, and the Local Government Act (NSW) 1993 to ensure the absence of discrimination and harassment in the workplace. Such legislation prohibits discrimination in employment on the grounds of an individual's:

- Race
- Disability
- Carer responsibilities
- Gender
- Age
- Marital or Domestic Status
- Sexual Orientation

Sections 344-347 of the *Local Government Act (NSW) 1993* ("**The Act**") requires that each NSW Council prepares and implements an EEO Management Plan ("**The Plan**"). In accordance with the provisions of the Act the Plan includes:

S345 EEO Management Plan

- a) the devising of policies and programs by which the objects of this Part are to be achieved;*
- b) the communication of those policies and programs to persons within the staff of the Council;*
- c) the collection and recording of appropriate information;*
- d) the review of personnel practices within Council (including recruitment techniques, selection criteria, training and staff development programs, promotion and transfer policies and patterns, and conditions of service) identify any discriminatory practices;*
- e) the setting of goals or targets, where these may reasonably be determined, against which the success of the plan in achieving the objects of this Part may be assessed;*
- f) the means, other than those referred to in paragraph (e), of evaluating the policies and programs referred to in paragraph (a); and*
- g) the revision and amendment of the plan; and*
- h) the appointment of persons within the Council to implement the provisions referred to in paragraphs (a)-(g).*

There are a number of other related strategies and plans which are considered in the development of this EEO and Diversity Management Plan. These include the City of Ryde's Access & Equity Policy, Workforce Management Plan and Disability Inclusion Action Plan.

EEO and Diversity Target Groups

This EEO and Diversity Management Plan has been developed to facilitate the identification and removal of systematic barriers to the participation and promotion of EEO and Diversity groups including but not limited to:

- Women
- Aboriginal and Torres Strait Islander people
- People with disability (including those requiring adjustment at work)
- People from culturally and linguistically diverse backgrounds
- Youth (up to 24yrs)
- Older workers

The aims of the Plan are to:

- create a working environment which is free from discrimination and where employees are treated fairly, with dignity and respect
- support morale and motivation by increasing employee confidence in our work practices by ensuring that all employees have equal access to employment opportunities within the workplace
- continually review employment practices to ensure flexibility in accommodating the changing needs of our employees
- keep all policies and procedures consistent with legislative requirements
- ensure all employees have an equal opportunity based on merit; and
- provide a safe and productive working environment for all employees
- ensure that employees consider EEO and Diversity principles in undertaking their duties

ITEM 6 (continued)

ATTACHMENT 1

Responsibilities

Who is responsible for Equal Employment Opportunity and Diversity at Council?

General Manager

- overall responsibility for the EEO and Diversity Management Plan

Directors, Managers and Senior Coordinators

- for understanding and promoting the EEO and Diversity Management Plan
- for reviewing the evaluation of the EEO and Diversity Management Plan
- for ensuring participation of employees in EEO and Diversity activities

Manager People and Culture, People and Culture Senior Coordinators

- for developing, implementing and monitoring the EEO and Diversity Management Plan
- for ensuring annual reporting requirements are met
- for periodically reviewing the EEO and Diversity Management Plan

People and Culture Staff

- for providing communication to all staff regarding implementation
- for answering any queries concerning the EEO and Diversity Management Plan

All of us

- for accepting personal involvement in practical application of the EEO and Diversity Management Plan

Achievements of the last EEO and Diversity Management Plan (2014 – 2017)

The EEO and Diversity Management Plan 2014-2017 was developed and endorsed by the Executive Team in 2014. Council achievements over the term of this plan included:

- Policies and procedures:
 - Recruitment and Selection Policy, the policy provides for a fair, transparent, and structured selection process where decisions are based on the relative merit of applicants against position specific criteria and organisational values.
 - Flexible Working Procedures, this aims to attract and retain employees with carers' responsibilities by offering flexible work options across the organisation where possible
 - Training and Career Development policy, this aims to attract and retain a diverse work force and also provide all employees with the opportunity to upskill and progress their careers
 - Managing Employee Performance and Conduct Procedure, reviewed to ensure it is compliant with anti-discrimination legislation
- Recruitment:
 - All role vacancy advertisements are reviewed on an ongoing basis and worded appropriately using non-discriminatory language to ensure they are attracting a diverse group of applicants
 - SCOUT e recruitment system was rolled out in June 2014, applicants lodge applications on line and complete an EEO questionnaire, this allows City of Ryde to gather, monitor and report on EEO data.
 - Recruitment and Selection training was modified to require panel members to ensure interview techniques and questions did not include discriminatory content and to ensure there were no false barriers to candidate success.
- Training:
 - Training in Prevention of Discrimination, Social & Disabilities Awareness, Cultural Intelligence and Bullying and Harassment was conducted for employees across various areas of the business.
 - A total of 65 employees from the Library, Customer Service and Ranger Services have been accredited in Mental Health De-escalation training.

ITEM 6 (continued)

ATTACHMENT 1

Workforce profile

To aid in the development of this Plan and the development of strategies to assist members of the above mentioned EEO and Diversity Groups which are reflective of our community, an employee demographic profile was undertaken. Over the term of the Plan this data will be reviewed annually to inform Councils on going progress.

EEO and Diversity Group	Ryde LGA Community Profile # (ABS Census 2016)	Ryde LGA Community Profile % (ABS Census 2016)	City of Ryde Council Employee # 2018	City of Ryde Council % of Workforce 2018
Aboriginal and Torres Strait Islanders	430	0.4%	18	3.5%
Women	59,791	51.4%	359*	45.9%*
People speak a language other than English at home	55,926	48%	160	33.33%
People with Disability	5,341	4.6%	32	6.7%

*Including temporary and casual staff

ITEM 6 (continued)

ATTACHMENT 1

Objectives

This section details the actions to be taken over the life of the plan to support the EEO and Diversity goals of City of Ryde. Reporting will be conducted to meet EEO and Diversity disclosure requirements on an annual basis.

Objective 1 - Sound Information Base

Key Result 1.1 EEO and Diversity Statistical data are comprehensive and accurate and used in EEO and Diversity planning				
	Strategies	Target Date	Responsibility	Performance Indicator
1.1.1	Demographic data is systematically collected and monitored and data is reported annually to meet legislative requirement	Ongoing	People & Culture	Staff cultural surveys incorporate EEO and Diversity data
1.1.2	Encourage staff to complete surveys during onboarding	Ongoing	People & Culture	Increased EEO and Diversity response rate
1.1.3	Analyse statistics to inform EEO and Diversity management strategies and actions	Ongoing	People & Culture	Statistics analysed and reported annually
1.1.4	Ensure that all employees have access to the EEO and Diversity Plan on the Infonet and the document is kept current and reviewed on an annual basis (DIAP ID 1b)	Ongoing	People & Culture	Employees have access to the EEO and Diversity management plan
1.1.5	Review the EEO and Diversity Plan (DIAP ID 1a)	Annual	People & Culture	The plan is reviewed and modified as required

ITEM 6 (continued)

ATTACHMENT 1

Objective 2 - Employees views are heard				
Key Result 2.1 EEO and Diversity group members contribute to decision making				
	Strategies	Target Date	Responsibility	Performance Indicator
2.1.1	Consult regularly with EEO and Diversity reference group representatives on Diversity strategies and initiatives	Ongoing	People & Culture	Regular consultation occurs
2.1.2	Consult with Councils Consultative Committee on Diversity strategies and initiatives	Ongoing	People & Culture	Regular consultation occurs

Objective 3 - EEO and Diversity outcomes included in workforce planning				
Key Result 3.1 EEO and Diversity is integrated into workforce planning				
	Strategies	Target Date	Responsibility	Performance Indicator
3.1.1	Incorporate EEO and Diversity management strategies into workforce planning	Ongoing	People & Culture	EEO and Diversity incorporated into workforce plan and People & Culture business plan
3.1.2	Communicate requirements to business	Ongoing	People & Culture	Managers and staff aware of EEO and Diversity policies and changes

ITEM 6 (continued)

ATTACHMENT 1

Objective 4 - Fair policies and procedures, and a workplace culture displaying fair practices and behaviours				
Key Result 4.1 Policies and procedures are non-discriminatory and contribute to EEO and Diversity outcomes				
	Strategies	Target Date	Responsibility	Performance Indicator
4.1.1	People & Culture policies and procedures are reviewed to ensure EEO and Diversity compliance (DIAP ID 1f)	Annual	People & Culture	Policies and procedures comply with EEO and Diversity principles
4.1.2	Consider the needs of the EEO and Diversity groups in the organisation	Ongoing	People & Culture	Councils workforce reform processes include consideration of EEO and Diversity requirements
4.1.3	Develop and implement a Reasonable Adjustments Policy (DIAP ID 1d, 1f)	2018	People & Culture	Policies and procedures comply with EEO and Diversity principles
4.1.4	Communicate policies to all employees	Ongoing	People & Culture	Managers and staff are informed of Councils policies and procedures
Key Result 4.2 Workplace relations are based on respect for others, and the workplace is free from discrimination				
	Strategies	Target Date	Responsibility	Performance Indicator
4.2.1	Promote EEO, anti-discrimination and diversity principles through policy, staff induction, and training for managers and staff on bullying and harassment (DIAP ID 1i, 3b,3c,5b)	Ongoing	People & Culture	Staff are aware of their responsibilities to ensure the workplace is free of discrimination
4.2.2	Employee on boarding to include a copy of the EEO and Diversity Management Plan and an	2018 / 2019	People & Culture	Staff are aware of their responsibilities to ensure the

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	EEO compliance E Learning module for mandatory completion (DIAP ID 1b)			workplace is free of discrimination
4.2.3	All employees are required to complete annual E Learning EEO and Diversity and Bullying and Harassment training modules (DIAP ID 1b)	Annual	People & Culture	Staff are aware of their responsibilities to ensure the workplace is free of discrimination
4.2.4	Grievance process is available to all employees and Council monitors grievances and harassment allegations	Ongoing	People & Culture	Grievances and allegations are promptly and appropriately addressed

Objective 5 - Needs based programs for EEO and Diversity groups, and improved employment access and participation by EEO and Diversity groups				
Key Result 5.1 Recruitment strategies are non-discriminatory				
	Strategies	Target Date	Responsibility	Performance Indicator
5.1.1	All job advertisements are reviewed to ensure they are compliant with EEO and Diversity requirements	On going	People & Culture	Job advertisements include EEO and Diversity principles
5.1.2	Selection panel training to be rolled out to all employees involved in the recruitment and selection processes	2018	People & Culture	Panel members implement EEO and Diversity principles in recruitment and selection processes
5.1.3	All position descriptions are reviewed to ensure that essential criteria do not contain false barriers to employment (DIAP ID 1e)	Ongoing	People & Culture	Position descriptions are free from false barriers to employment

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5.1.4	Partner with Job Access for independent audit of Councils staffing Policies and Procedures as related to EEO and Diversity (DIAP ID 1a)	2018	People & Culture	Policies and procedures comply with EEO and Diversity principles
5.1.5	Partner with relevant agencies for support in recruitment for targeted positions (DIAP ID 1g, 1h)	2018/2019	People & Culture	Council engages specialist support for the recruitment of targeted positions
Key Result 5.2 Recruitment strategies target EEO and Diversity Groups				
	Strategies	Target Date	Responsibility	Performance Indicator
5.2.1	Development and implementation of an Aboriginal and Torres Strait Islander employment program which may include traineeships	2018/2019	People & Culture	Increased employment opportunities for persons of Aboriginal and Torres Strait Islander background
5.2.2	Development and implementation of a disability employment program which may include traineeships (DIAP ID 1d, 1g, 1h)	2018/2019	People & Culture	Increased employment opportunities for persons with a disability
5.2.3	Development and implementation of Business Administration traineeships to provide opportunities for youth and older persons looking to re-enter the workforce	2018/2019	People & Culture	Development and implementation of a Business Administration Traineeships

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Objective 6 - Managers and employees informed, trained and accountable for EEO and Diversity				
Key Result 6.1 Accountabilities for EEO and Diversity are specified in the performance agreements of the General Manager, Directors and Managers				
	Strategies	Target Date	Responsibility	Performance Indicator
6.1.1	Ensure that EEO and Diversity accountabilities and outcomes are incorporated into the performance agreements of the General Manager, Directors and Managers	2018	People & Culture	General Manager, Directors and Managers accountabilities in their performance agreements
6.1.2	Keep all staff informed of changing responsibilities EEO and Diversity issues	Ongoing	People & Culture	All staff aware of their responsibilities for EEO and Diversity issues
Key Result 6.2 EEO and Diversity issues are integrated into relevant training and development for all employees, and information on EEO and Diversity and associated policies and programs reaches all employees				
	Strategies	Target Date	Responsibility	Performance Indicator
6.2.1	Ensure that all staff training, performance management and leadership training incorporates EEO and Diversity principles (DIAP ID 1i, 3b,3c,5b,)	Ongoing	People & Culture	Staff training incorporates EEO and Diversity principles

Objective 7 - A diverse and skilled workforce				
Key Result 7.1 Diversity in the workforce reflects the diversity of the Ryde LGA				
	Strategies	Target Date	Responsibility	Performance Indicator
7.1.1	Diversity in the workforce reflects the diversity of the community	Ongoing	People & Culture	Progress towards workforce equity in representation of EEO and Diversity groups

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7.1.2	Distribution of employees from EEO and Diversity groups is reviewed against position bands and levels and development opportunities	Ongoing	People & Culture	Progress towards workforce equity in representation of EEO and Diversity groups
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CONFIDENTIAL ITEMS

7 ADVICE ON COURT ACTIONS

Confidential

This item is classified CONFIDENTIAL under Section 10A (2) of the Local Government Act, 1993, which permits the meeting to be closed to the public for business relating to the following: (g) advice concerning litigation, or advice as comprises a discussion of this matter, that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

This matter is classified confidential because it contains advice concerning legal matters that are:-

- (a) substantial issues relating to a matter to which the Council is involved.
- (b) clearly identified in the advice, and
- (c) fully discussed in that advice.

It is not in the public interest to reveal all details of this matter as it would prejudice Council's position in any court proceedings.

Report prepared by: Solicitor

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