



# **CITY OF RYDE**

## Resourcing Strategy 2014-2024

Comprising of the City of Ryde Asset Management Plan, Workforce Plan and Long Term Financial Plan.



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# Introduction

## Resourcing Strategy

The three documents which comprise the City of Ryde Resourcing Strategy are the Asset Management Plan (AMP), The Workforce Plan (WFP) and the Long Term Financial Plan (LTFP). These three documents are all linked primarily through the Community Strategic Plan which outlines at the highest level what Council commits to delivering to our community over the life of the plan.

This then cascades down through the Four Year Delivery Plan and One Year Operational Plan to further detail exactly how council funds will be spent to ensure that commitment to the community is met, all within the context of delivering best value services to our customers.

The Asset Management Plan addresses how we will fund the maintenance and renewal of our assets; this in turn informs the Workforce Plan which outlines the quantity and range of skills required to deliver on the Asset Management Plan.

Both Plans therefore, in turn, act as inputs into the Long Term Financial Plan by outlining how much funding Council will require for contractors and staffing the organisation at an optimum level to deliver the works planned under the Asset Management Plan. In addition, the Asset Management Plan supports Long Term Financial Plan to project costs regarding plant, equipment, machinery and technology and other costs outside of employee expenditure.

## Our location

The City of Ryde is located **12 kilometres north-west of central Sydney.**



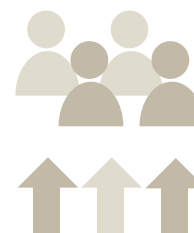
The 16 suburbs that make up the City of Ryde local government area contain a **mix of residential living and successful business, retail and education centres.** They are also home to a wide range of natural landscapes, parks, scenic waterways and areas of historical significance.



## Our community

**102,850 residents** call the City of Ryde home (2010 Census estimate)

This figure is projected to rise to **117,000 by 2030.**



**45%** of our population is between **25 and 54 years of age.**



**24.7%** of the Ryde population is over **55 years of age.**



Our population is also culturally diverse. Approximately **45% of residents were born outside Australia.**



This diversity in country of birth contributes to the **42% of residents speaking at least one language** in addition to English.



## Our workforce

To meet the needs of our diverse community, our organisation aims to be an employer of choice, offering our employees the opportunity to work in a stimulating job close to home, to deliver services that support our community's cultural diversity and to meet the commitments detailed in our Four Year Delivery Plan.



# Asset Management Plan

The City of Ryde's Asset Management Plan (AMP) identifies expenditure requirements with respect to the renewal and maintenance of all assets. The AMP interacts with the Long Term Financial Plan (LTFP), which is also part of the overall Resourcing Strategy, through the budgeting for the renewal, expansion, operating and maintenance costs, as described in the AMP, over the period of the LTFP.

The LTFP then interacts with the Delivery Plan, Operational Plan and Asset Management Plan, in holding figures based on the structure of each of these plans, and where the budget allocations for assets are required, as per the AMP.

In addition to the AMP dealing with the assets directly, the needs for management of the assets includes staff resources for the data, systems and planning, as well as the delivery of works using an appropriate combination of contracts and Council's own staff.

# Workforce Plan

The City of Ryde's Workforce Plan serves the purpose of outlining how Council will deliver 'best value' services to our community by ensuring we have the right people in the right jobs at the right time. In order to achieve a best value model of service delivery from a human resource perspective, it is imperative to understand and emphasise the fine balance between employee engagement (to achieve optimum productivity) and cost containment.

Whilst the achievement of cost containment can be readily achieved, if this is not managed well, the result can be poor engagement of staff and therefore low productivity and poor outcomes.

This document examines the measures taken by Council to carefully monitor both staffing costs and employee engagement, against a backdrop of community engagement and customer satisfaction levels.

In order for Council to be able to deliver a genuine best value service to our community, all three requirements (customer satisfaction, employee engagement and cost containment) must be met and continuously monitored and refined to meet the changing needs of both our customers and our workforce.

# Long Term Financial Plan

This City of Ryde Long Term Financial Plan (LTFP) is based on the projections and estimated costs that are used in the Delivery Plan and Operational Plan, which are linked to the Community Strategic Plan.

Council's financial system is structured in holding costs that allows reporting on each of these plans, within their own structure. This same structure is used against Council's asset register and costs associated with assets.

The LTFP also relies upon the projected changes in staff and contractors as described in the Workforce Plan (WFP), by budgeting for those changes where appropriate. It also uses the forecasted amounts for Renewal, Expansion, Operating and Maintenance, for assets as described in the Asset Management Plan (AMP) and the Asset Type Sub Plans (AMPs).



# CITY OF RYDE

## Asset Management Plan 2014-2024

Outlining Council's approach to asset management and its financial requirements.

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# Introduction

## Asset Management Plan

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The LTFP interacts with the Delivery Plan, Operational Plan and Asset Management Plan, in budgeting costs based on the structure of each of these plans.

In addition to the AMP dealing with the assets directly, the needs for management of the assets includes staff resources for the data, systems and planning, as well as the delivery of works using an appropriate combination of contractors and Council's own staff.

# Asset Management Plan

## Asset Planning & Reporting

The Guidelines under the Regulations related to the Local Government Act (LGA) S406(5) – Integrated Planning & Reporting (IP&R) amendment, requires Council to have:

- An Asset Management Policy
- An Asset Management Strategy
- An Asset Management Plan
  - Accounts for and plans for all assets
  - Reports on the condition of their assets.

To meet these requirements, Council is using a framework that:

- Complies with the Guidelines for IP&R
- Uses industry best practice of the IPWEA International Infrastructure Management Manual
- Presents plans in ways that facilitate understanding and engagement with the community
- Is incremental in the development and understanding of asset management
- Recognises the complexity and financial investments involved in the diverse array of service supported by the assets.

## Asset Management Strategy

This Strategy for managing all of Council's assets is:

### Organisation context and importance of sustainable asset management

- Asset Management reflects and complements Council's objectives as covered in the Delivery Plan and Operational Plan, which is how Council addresses the Community Strategic Plan
- Better and more informed decision-making by Council, staff and community
- Integration of resources combining knowledge and ability to plan for the present and future generations
- A framework to implement continuous improvement in Asset Management
- Meet community needs, expectations and affordability of service delivery supported by assets
- Manage Council's risks associated with the assets and associated services.

### Vision and goals for service delivery

- Ensure that Council's services and infrastructure are provided reliably, with appropriate levels of service to residents, stakeholders and the environment
- Safeguard Council's assets including physical assets and employees by implementing appropriate asset management strategies, and appropriate financial treatment of those assets

- Create an environment where all Council employees will take an integral part in overall management of Council's assets (create an asset management awareness throughout Council)
- Meet legislative requirements for asset management
- Ensure resources and operational capabilities are identified and responsibility for asset management is allocated
- Demonstrate transparent and responsible asset management processes that align with appropriate best practice
- A consistent framework exists for implementing systematic asset management, and appropriate asset management practices throughout all program areas of Council
- Outcomes must be capable of being integrated at an organisational level for reporting purposes
- Relevant legislative requirements and political, social and economic environments are to be taken into account in asset management
- Integration of asset management within planning and operational processes.

## Responsibilities and relationships

### *Councillors:*

- To act as stewards for assets
- To set levels of service, risk and cost standards
- Adopt Asset Management Plans
- To ensure appropriate resources and funding for Asset Management activities are made available to integrate Asset Management into the corporate governance framework.

### *The General Manager and Executive Team:*

- Establish and maintain Asset Management planning and business processes, linked to the Strategy, Resources, Delivery and Operational Plan for consideration by Council
- To implement, foster and support affordable and sustainable Asset Management
- To ensure the community and key stakeholders views are integrated into the Asset Management Plans
- To ensure that timely, accurate and reliable information is presented to Council for decision-making.

### *Managers and staff:*

- Implementing the details of the plans and asset management systems.

## Asset Sub-Plans

Council's assets that have a similar purpose or nature have been grouped together, within the following Asset Sub-Plans:

- Road Pavements
- Roadside
- Stormwater
- Traffic & Parking
- Parks & Reserves
- Playspaces & Playing Fields
- Buildings
- Library & cultural
- Ryde Aquatic Leisure Centre (RALC).

The plans represent the best information available at the current time, and follow the same format layout, with the topics of:

- What is the service provided by these assets
- Issues over the life of these assets
- Options for Levels of Service , which is the key elements and scope of service that is to be provided to the community
- Where are we now? (Current State)
- Key considerations and Challenges
- How much do we need to look after these assets?
- What Council is proposing to do
- Basic information about these assets, including photographs as examples of things such as typical condition ratings

## Accounting and Reporting

Accounting and reporting - to comply with statutory requirements

- The depreciation of assets is reported in the Financial Statements
- The overall physical state of infrastructure and building assets are reported in Special Schedule 7 of the Financial Statements
- These reports include notes and commentary
- Each year the asset program schedules are updated and detailed in the Delivery Plan, and any relevant explanation of trends and variances included
- More detailed reporting of the condition of each asset class will be made available in the consultation processes associated with the IP&R plans.

The estimates of remaining useful life for financial valuations is done using average in-service experience from within the City of Ryde and across the local government industry in Sydney, not design life as previously applied.

This may affect the asset renewals ratio, which is the estimate of the amount Council spends on asset replacement compared to the deterioration condition and value (notionally depreciation).

One of the major challenges with asset management is that a large proportion have been acquired using funds other than Council rates, and that Council's rates base is then relied on to meet the replacement cost. These external sources are mainly from the State Government for roads and traffic facilities via the Roads & Maritime Services (RMS), from developers for roads built in association with subdivisions and major developments (eg granite paths), and other levels of government for community buildings and asset related grants.

## Our performance on the Management of our Assets

The IPWEA framework includes an internal assessment process for a gap analysis of how an organisation performs against all of the aspects of asset management. There are five (5) key areas, each with a range of aspects that are rated separately and with an averaged score, providing indicators as to performance and areas for further development.

As shown in the radar charts below, Council is strongest in knowledge and systems, and weakest in the organisational context and strategic planning processes. Higher scores require significant changes to the business processes of an organisation, which Council is undertaking as part of continuous improvement of its operations.

### The scale is:

Above 80 = excellent, international best practice

Above 50 = competent to local government industry best practice

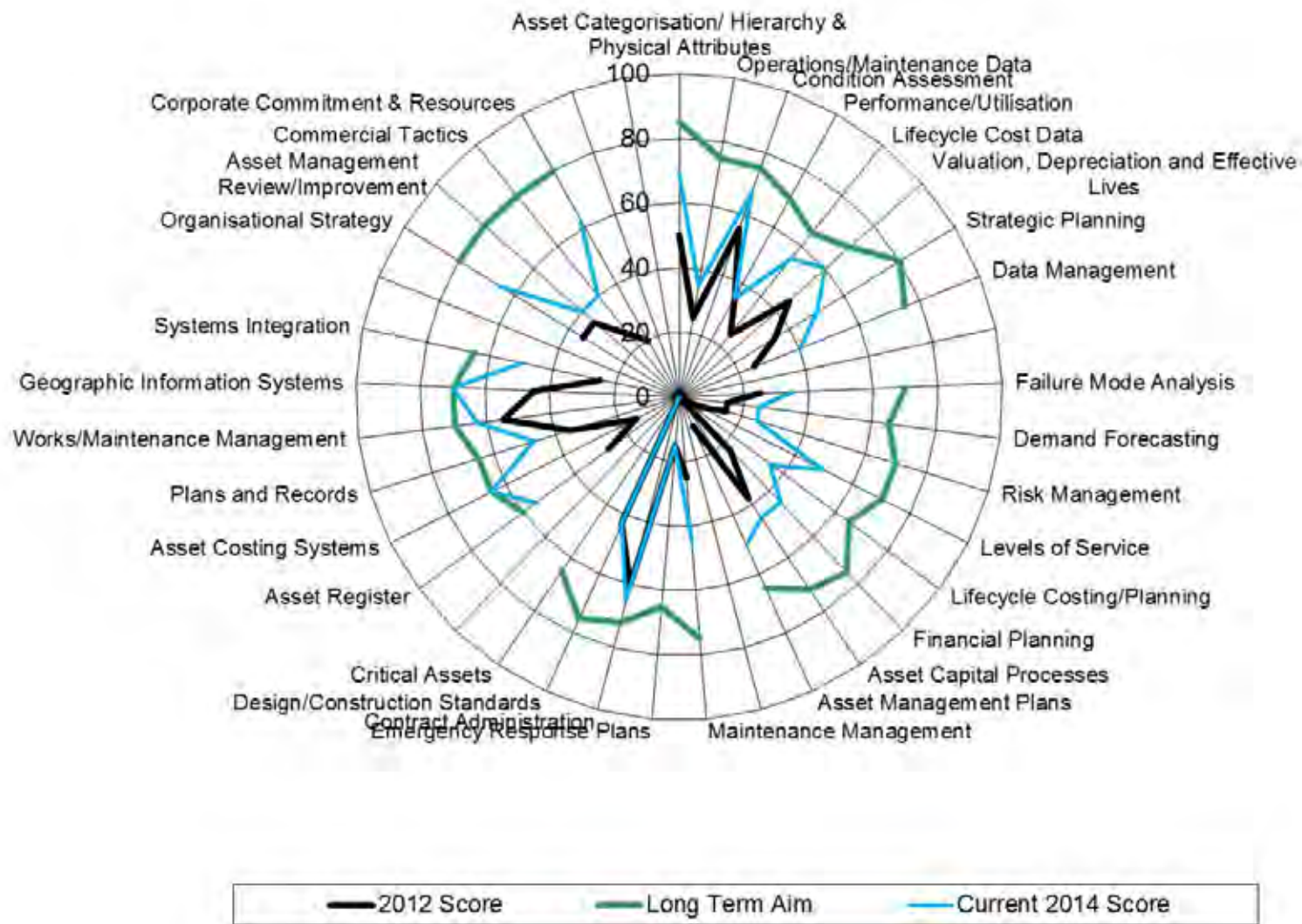
Above 30 = systematic approach

Below 10 = unaware

On the scale, Council has improved from the assessment done in 2012 to 2014 in most areas, particularly in information systems, reflecting the need to have reliable information to support the SRV process. The dialogue with community about these plans through considering the SRV is part of the process of improvement.







## Asset Information

Information for assets comprises the financial register, integrated physical registers (information that is relatively static over time), condition data which is updated progressively and periodically, and the systems to hold and use the information. The financial asset register includes the valuation and depreciation rate based on condition. The related physical registers include information on condition, history, dimensions, materials, technical data etc.

Inspections were carried out in mid 2014 for the complete network of roads, kerbs and footpaths to determine their current condition. Photographs were taken of each occurrence of any "defect" and at 10m intervals on the road, resulting in over 180,000 records held in the Works Request system.

For financial and planning purposes, this physical condition of infrastructure assets is assessed on a 1 to 5 scale.

1. New or equivalent
2. Good condition without visible blemishes or deterioration
3. Usable and safe condition, with visible signs of wear or deterioration, eg. cracks in footpaths
4. Usable condition with defects that interfere with use or reduce asset life e.g. extensive road cracking
5. Requires major repairs or is not suitable to remain in use due to a significant safety hazard

There are some asset groups where the functional life is determined by age and the cost/benefit to collect and manage condition information is not warranted, e.g. library books, street signs, playground equipment, spots oval turf.

## Replacing Assets

### When do we replace assets

Intervention for the purposes of planning & funding is to replace assets once they reach condition 4, with the intent to do so once it becomes condition 5 (or beforehand if practical).

For condition 5 assets that remain in service, there is a low residual life 5%, but indefinite RUL (remaining useful life), with an increased maintenance costs to keep in service.

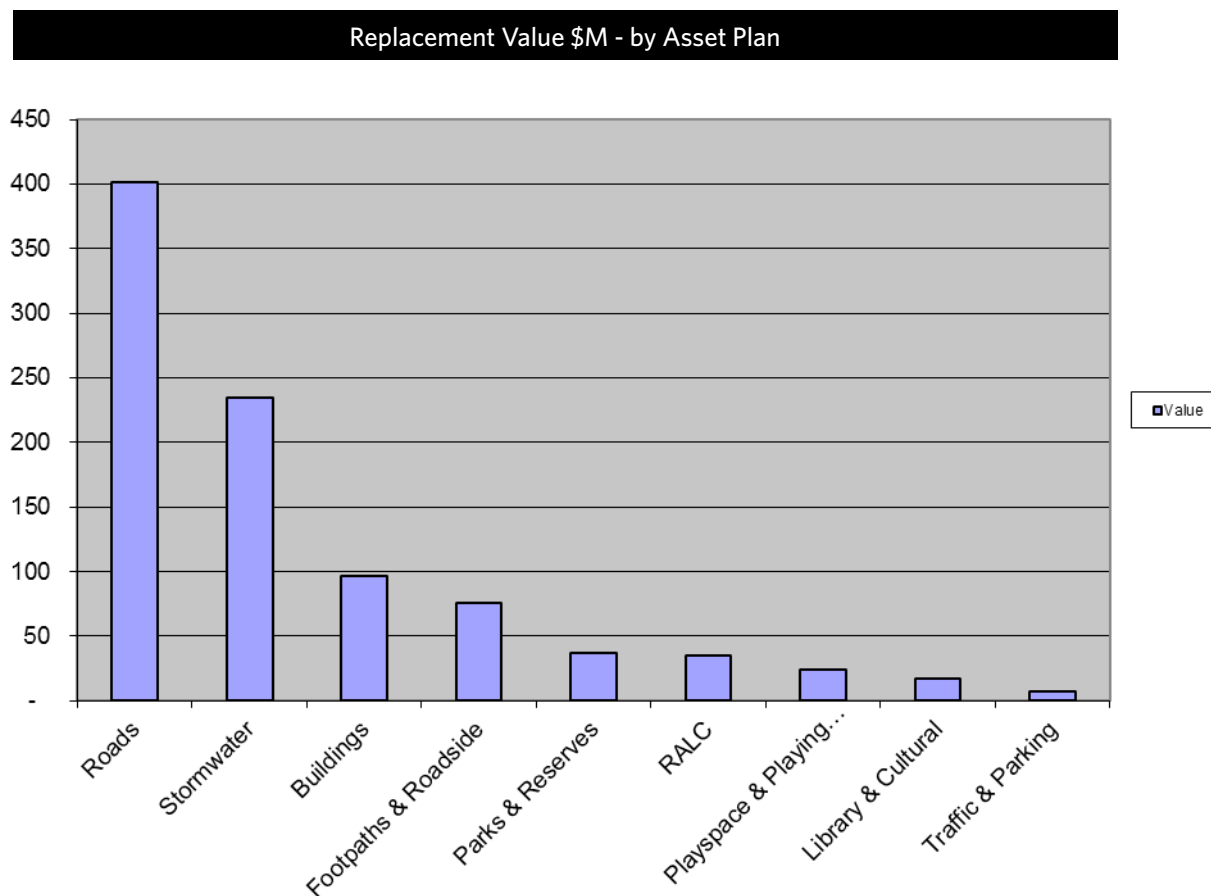
Any backlog is defined as where the physical replacement of assets that are condition 5 has been deferred.

### The significance of replacement values - what makes a difference?

The value of assets represents the investment in them, and by implication, the importance and value to the community of the services provided by these assets. If the renewals of these assets does not keep pace with deterioration, then eventually it becomes impossible to deal with the accumulated backlog to renew them without additional funding, and levels of service will reduce in these key services.

It can be tempting to defer maintenance and renewals of assets with long lives to redirect a little off the large pots of money to distribute to a myriad of other services and new assets. However, if continued over a long period of time it creates a large backlog, and the reversal of this cannot be achieved in a noticeable time frame, but has dramatic impact on both key assets and services that may have to be scaled back or stopped.

It might be expedient to argue for increased funding (rates increases) to catch up, as extra funding for key asset based services is easier to gain acceptance for than a range of lesser priority assets and services. However, this is not prudent or sustainable asset management, as it avoids dealing with the structural reasons for the situation occurring and the likelihood that it will re-occur.



## Accounting for replacing assets - Depreciation

Depreciation is an accounting representation of the loss of future benefit of assets through physical deterioration. The implication is that level of funding for works for renewal and depreciation of the assets should be of equal value. This is valid if the intent is to replace the assets, or if acquired through contribution such as s94 or grants, Council adjusts its financial accounts to cover the increase in the value of its asset portfolio.

The asset renewals ratio is a financial indicator of whether this is being done, however it needs to be calculated using only the portion of the capital works program for renewal projects (not all the program) compared to the depreciation of the assets being renewed. For this reason, since the 2012/13 Delivery Plan renewals and expansion works have been separated. However, often asset renewals include a degree of upgrading for contemporary standards or changed scope or functionality and many projects are partially an expansion. The extent of how this affects the ratio will be further reviewed in future years.

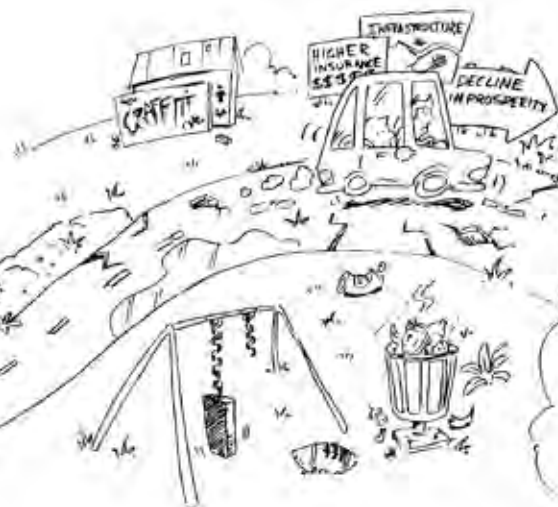
Council recently reviewed the accounting treatment of depreciation to reflect the best understanding of the remaining useful life of assets. For infrastructure assets, they are grouped into summary assets with common material type and remaining life based on the 1 to 5 rating scale, with straight line depreciation within each condition type.

## The choices about replacing assets

Council has prepared a video to describe that the services provided by assets and their renewals is a choice that ultimately the community needs to make about the levels of service provided by their assets and what they pay.

[www.ryde.nsw.gov.au/Council/Special+Rate+Variation](http://www.ryde.nsw.gov.au/Council/Special+Rate+Variation)

The image shown on the following page is the end "storyboard" of the video.





## Where are we now?

## Where are we heading?

At present the renewals ratio trend has been and is projected at less than half, with a substantial proportion of capital expenditure being used for new and upgraded assets rather than renewals reflecting pressure to deal with the growth being experienced by the City. In addition, the backlog to bring assets to standard is based on a combination of addressing condition, bringing to contemporary standards, and providing for the stated wants and needs of the community.

In addition, a significant proportion of assets are contributed, meaning the cost of acquiring them came from outside Council funding. The main source of this has been from developer contributions (section 94 and Voluntary Planning Agreements) such as upgrading town centres, parks and playground equipment, developer direct works such as roads in subdivisions, and government grants. In taking ownership of contributed assets, Council ultimately must deal with both their replacement and maintenance through its own funds.

In planning for the future over the useful life of assets, there are three main scenarios, based around the choices of how funding and the assets are adapted to related to each other, that Council sought community feedback on. As a result of that feedback, two of these have been included in this asset plan.

### Asset Planning Forecasts underlying the Options

As well as the capital cost to renew existing assets, the forecasts of the total

costs for determining the funding required includes the Operations, Maintenance and programs for upgrading and adding new assets that are already planned, for example compliance.

A comparison of the total requirements against the budgeted income is available in the Long Term Financial Plan, and allows an assessment of the likelihood of sustaining service levels in the future.

### Options

#### **Option A - DECLINE - 3% rate peg increase - Adjust the assets & service to meet the funding**

There would be no additional rate increase for the next 4 years other than the normal rate pegging of an estimated 3%. This would mean no additional investment in local infrastructure or facilities and would therefore lead to a reduction in service levels and possible cuts in services.

The asset backlog would increase, leading to declining capital works and a higher percentage of asset failure as the priority focuses only on public safety. In this option service levels will be significantly reduced as cut backs will be necessary to keep Council within its means. This would see an increase in the amount of condition 3, 4 and 5 assets and the removal or closure of assets where that this can be done. Priority for funding would also go to dealing with assets that can't be closed (mainly roads and stormwater) for risk management, reducing funds for other asset types and services. This process will progressively accelerate as maintenance is deferred on better condition assets.

Rate pegging is an ongoing, permanent increase in rates and over the four years of the proposed SRV period, ending in

2018/2019, the cumulative estimated rate pegging amount will be 12.6% (\$133.58).

#### **Option B - MAINTAIN SERVICES - Special Rate Variation (SRV) of 7% rate increase (including 3% rate peg) - Adjust funding to sustain existing assets at current levels of service and standards**

There would be an average annual 7% rate increase for the next 4 years, commencing 2015/16 (including the rate peg increase of around 3%) to maintain services at their current level, and provide additional money for renewing the City's infrastructure. It would not be sufficient to undertake all repairs and maintenance needed, but would be enough to renew all assets that are rated as 'Condition 5' and some assets that are in 'Condition 4.'

The 7% increase over four years, commencing 1 July 2015, is proposed to be an ongoing permanent increase with a cumulative gross increase of 31.1%, over the four years ending in 2018/2019, with a net 18.5% increase more than Option A (rate pegging only).

It should be noted that this increase varies depending on the valuation of individual ratepayer properties (as detailed in Council's SRV brochure). The average residential dwelling ratepayer will experience a 28.7% (\$305.35) cumulative increase over the four year period, which results in a net increase of 16.1% (\$171.77) over the four years, after allowing for the 12.6% (\$133.58) of Option A (rate pegging only).

This is Council's preferred option.

#### **Option C - UPGRADE SERVICES - 12% rate peg increase - Asset Management**

Option C would be an average annual 12% rate increase for the next 4 years,

commencing 2015/16 (including the rate peg increase of around 3%) to maintain services at their current level and provide further money for renewing the City's infrastructure. It would still not be sufficient to undertake all repairs and maintenance needed, but would be enough to renew all assets that are rated as 'Condition 5' and most assets that are in 'Condition 4'. Council has undertaken community consultation on the above three options, gauging their willingness to pay, and the majority response (57%) indicated a willingness to pay an increase to either 7% or 12% increase. Council has supported the 7% increase under Option B.

Therefore this Delivery Plan, Operational Plan, Asset Management Plan, Workforce Plan and the Long Term Financial Plan will not contain details of Option C.

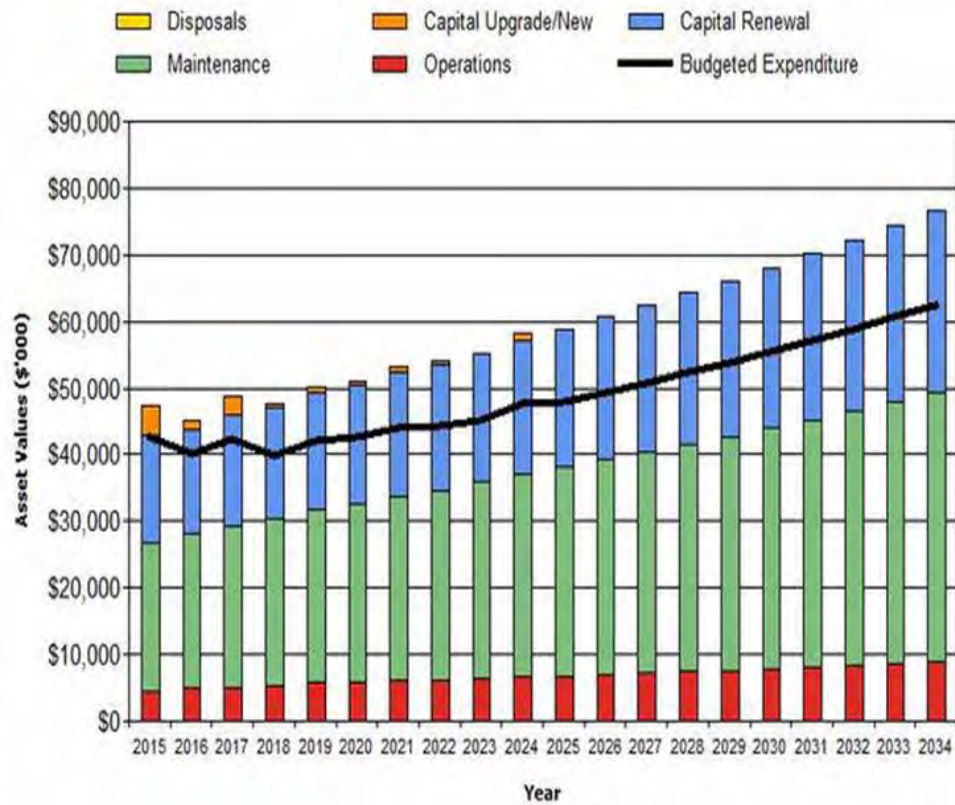
The 12% increase over four years, commencing 1 July 2015, is proposed to be an ongoing permanent increase with a cumulative gross increase of 57.4% over the four years ending in 2018/2019, with a net 44.8% more than Option A (rate pegging only).

It should be noted that this increase varies depending on the valuation of individual ratepayer properties (as detailed in Council's SRV brochure). The average residential dwelling ratepayer will experience a 64.4% (\$684.96) increase over the four year period, which results in a net increase of 51.8% (\$551.38) over the next four years, after allowing for the 12.6% (\$133.58) of Option A (rate pegging only).

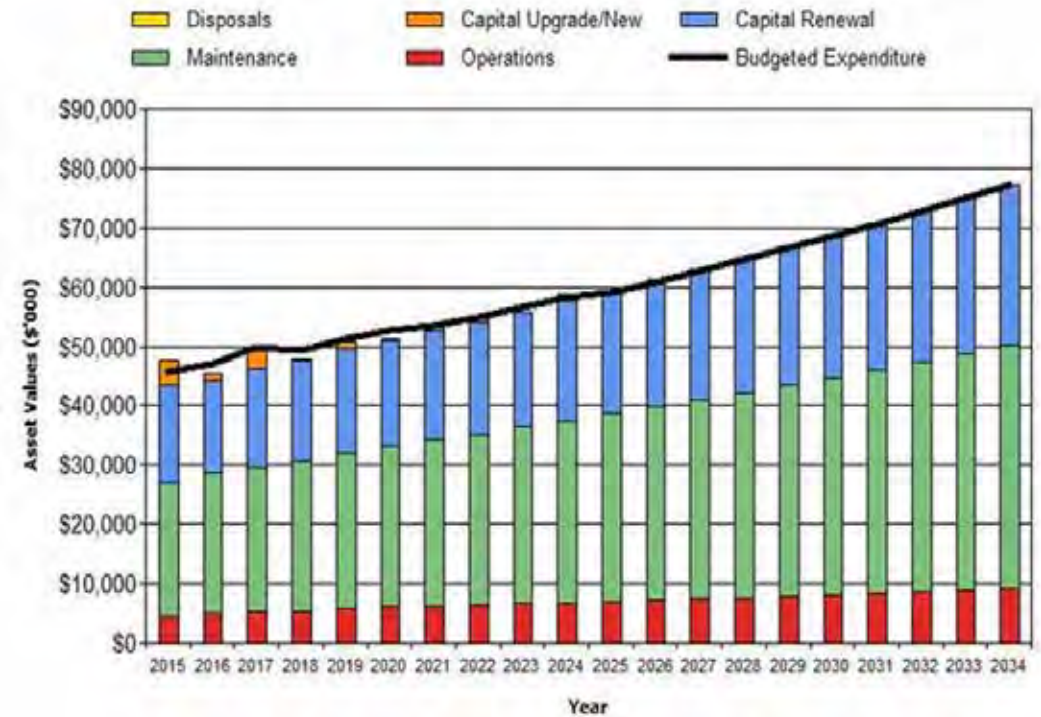
## Levels Of Service

To assist in making decisions on which scenario applies, the Levels of Service can be described in a simplified way for most assets as being on a 5 point condition scale. This allows alignment with reporting for depreciation and links to the Long Term Financial Plan modelling.

Option A Income Gap



Option B Income Gap



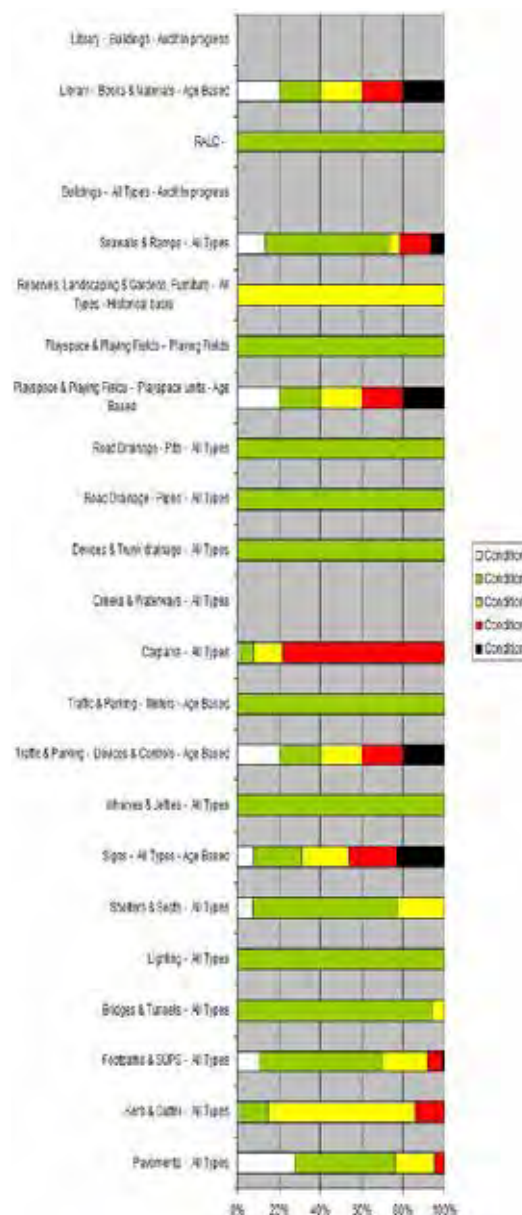
## Comments

- The provision of additional infrastructure funding provided by a 7% SRV meets the forecast infrastructure requirements
- For a long term sustainability of infrastructure service levels this funding model is the minimum option

## Consolidated Amounts

Year	Maintenance	Operations	Renewal	Expansion	Total
	\$'M	\$'M	\$'M	\$'M	\$'M
2015	5.46	21.59	15.83	3.07	45.95
2016	5.87	22.62	15.56	1.29	45.34
2017	6.05	23.42	16.37	1.97	47.82
2018	6.24	24.29	16.69		47.22
2019	6.61	25.27	17.18		49.06
2020	6.80	25.98	17.68		50.46
2021	6.99	26.85	18.19		52.03
2022	7.18	27.61	18.72		53.52
2023	7.39	28.57	19.27		55.23
2024	7.61	29.41	19.83		56.85
2025	7.84	30.28	20.43		58.55
2026	8.07	31.17	21.04		60.28
2027	8.31	32.10	21.67		62.07
2028	8.56	33.05	22.32		63.92
2029	8.81	34.02	22.99		65.82
2030	9.07	35.03	23.68		67.78
2031	9.34	36.07	24.39		69.79
2032	9.62	37.13	25.12		71.87
2033	9.90	38.23	25.87		74.01
2034	10.19	39.37	26.65		76.21

## Current Condition of Assets



## Short to Medium Term Service Level Sustainability

The long term funding model described provides a forecast of the long term average renewal requirements, and uses this as a basis for estimating income requirements. Generating the income to achieve the funding of this model enables service levels over the long term to be sustained, and renewals to be funded when required.

Financial Planning should provide for the long term funding, with the asset plans advising on the timing of specific asset renewals. The asset plans take into consideration the distribution of asset condition and identify expenditure needed in the short to medium term (typically for input into the 10 year Long term Financial Plan).

Whilst the longer term funding model is appropriate for establishing ongoing income requirements, at a detail level it is likely that the short term asset renewal will not necessarily be required "at the average rate".

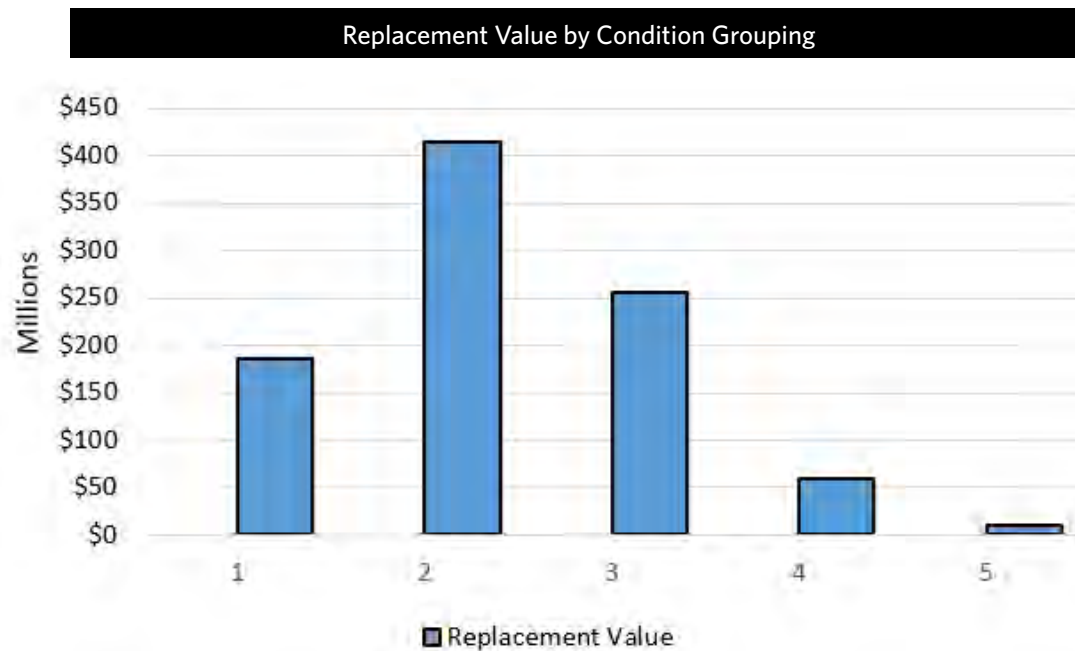
Depending on when infrastructure was constructed, environmental conditions and asset performance will result in "peaks and troughs" in renewal needs over time.

Council's Delivery Plan will compare the infrastructure need each year with the funds available and plan accordingly.

For example, in periods where asset renewal requirements are less (renewal trough) than the funding available reserves may be used, whereas in a period of high renewal needs (renewal peak) reserves may be utilised or loans if appropriate.

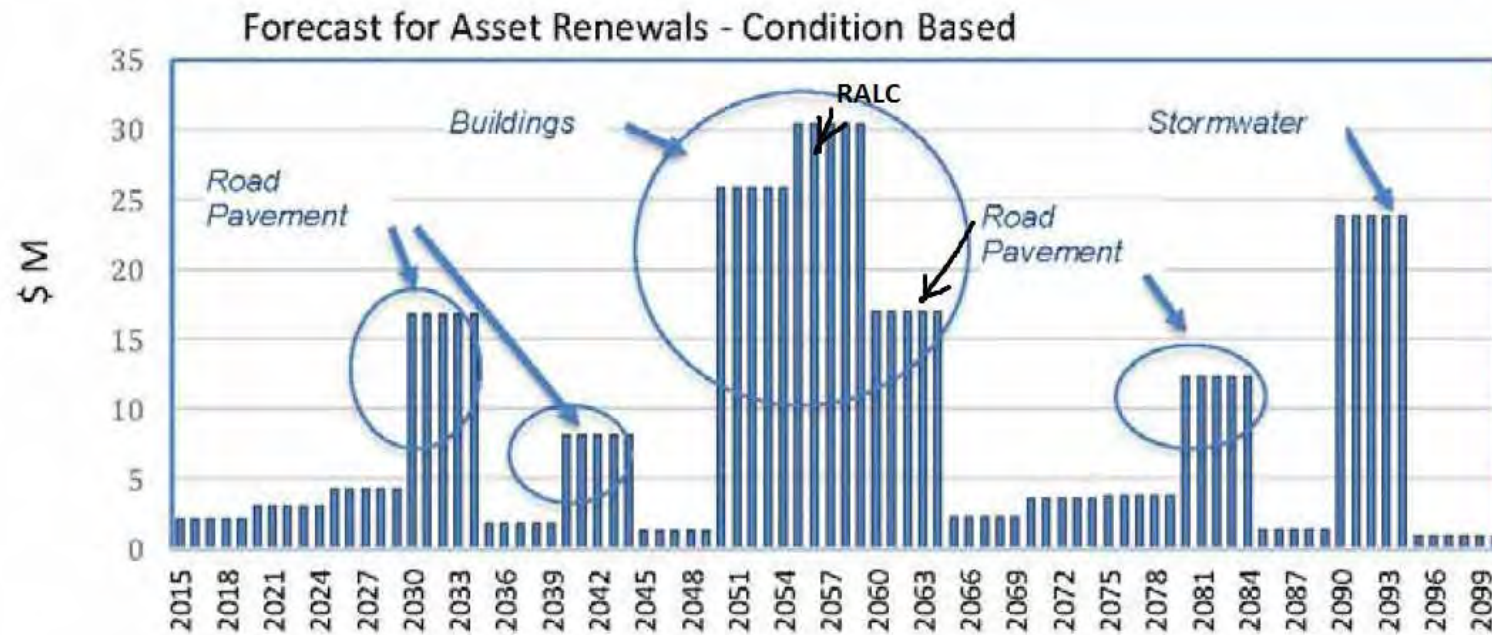


The condition profile for our infrastructure assets is shown as follows:

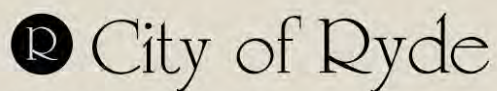


It is important for future planning to be aware that whilst the assets in Condition 4 and 5 can be managed in the short to medium term, there are some very significant peaks of renewal required in the future. These peaks represent those assets currently in Condition 3, Condition 2 and even Condition 1 that will deteriorate over time and will require replacement in the future.

Figure 4: Renewal Profile Based on Condition Assessment



This graph shows the renewal profile of our assets to the year 2100, including the peaks and troughs. Council's sustainability relies on funding the renewal consistently over generations to meet the demands in the peaks by allowing savings in the troughs.



Lifestyle and opportunity  
@ your doorstep



# **CITY OF RYDE**

## Buildings Asset Plan

Community, Operational and Investment.

November 2014  
Version 2.0

## **What is the service provided by these assets**

### **Civic & Operational Buildings**

- Civic Buildings – enable and support the functioning of Council and delivery of its services
- SES – subsidised facility for the operation of the SES

### **Commercial & Investment**

- To generate an income stream or future capital benefit to supplement Council's revenue (Commercial/retail & residential)

### **Community Halls**

- Allow community and public gatherings indoors
- Venues for community based groups
- Venues for low cost / subsidised private hire
- Single tenancy use for select organisations

### **Community Service Organisations – Licensed & Leased**

- Kindergarten/Preschool/Early Childhood – provide facility to support availability of the service at a cheaper rate to public
- Bowling & Croquet Clubs – provide facility to support specific recreation based organisations
- Clubhouse & Grandstand – support facility to adjacent recreation facility
- Historical Houses – preserve a local historic building while facilitating its use as a facility at subsidised rate to specific organisations
- Single tenancy use for organisations providing affordable services needed by the community

### **Sporting Amenities & Public Toilets**

- Facilitates access to public domain & facilities, so people can stay in public domain / use facilities etc. without having to go home
- Is in conjunction with other public and private toilet facilities
- 

## **Issues over the life of these assets**

- Main reasons to renew / replace are to bring to current up standards for compliance especially disabled access, and suit business needs
- Main value to the public is location, access arrangements, standard of finish and fitness for purpose
- Community expectations tend to increase over time in line with new developments of all public buildings
- Changing land use around the building affecting access, best value, fitness for purpose
- Ensuring maintenance is done where required by licensees

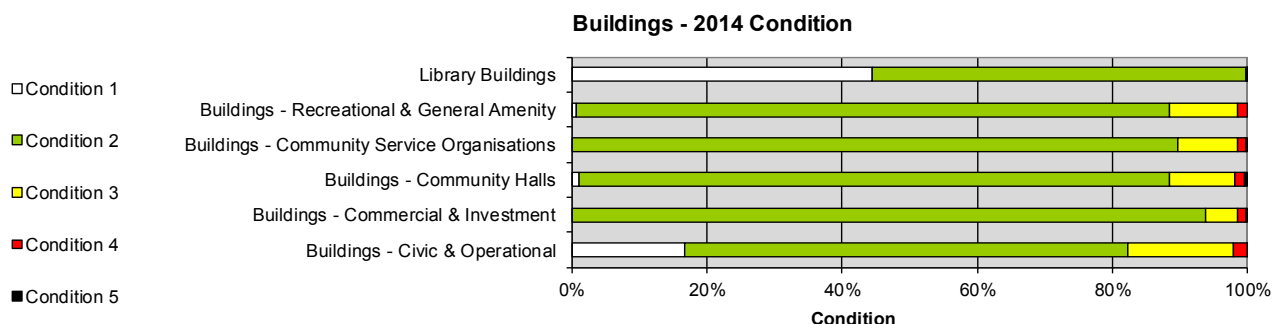
## **Options for Levels of Service**

- The things that Council can change that affect the overall cost and nature of the service :
- Building type, the number of buildings provided, and their locations
- The suitability of the building for the use
- Accessibility, including opening hours
- The arrangements which the building is available for the use
- The look and feel e.g. materials and finish, carpet, heating / ventilation etc.

- Associated facilities e.g. internal toilets, car parking, landscaping
- Tenure & arrangements, including level of subsidy

## Where are we now? (Current State)

- A significant proportion of facilities do not meet current standards of compliance for things such as disability complying access and toilets
- The location and purposes are not consistently or intelligently distributed across the city
- Most of the residential investment properties were acquired with an intent for demolition, and have not been well maintained
- Commercial buildings are generally satisfactory from a physical condition aspect.
- Of the historic buildings, Addington House needs major works
- Bringing on line the West Ryde community facility
- Other than investment properties and the civic centre, there is no long term intent articulated for refurbishment or replacement of most buildings
- Any non-compliance against current standards will likely remain
- The Civic Centre building has significant problems with its air conditioning system, electrical infrastructure, windows and sewage pipework. The floor plate is also inefficient with 15% more space than modern buildings allocated to non-office space. The Civic Hall connected to the Civic Centre is also outdated and inadequate and does not accommodate performing arts, community meetings or rehearsal requirements adequately. The Civic Hall also has building services issues. Neither building conforms to disabled access codes. In the past twelve months these buildings together have required expenditure of approximately \$1.3 million



## Key considerations

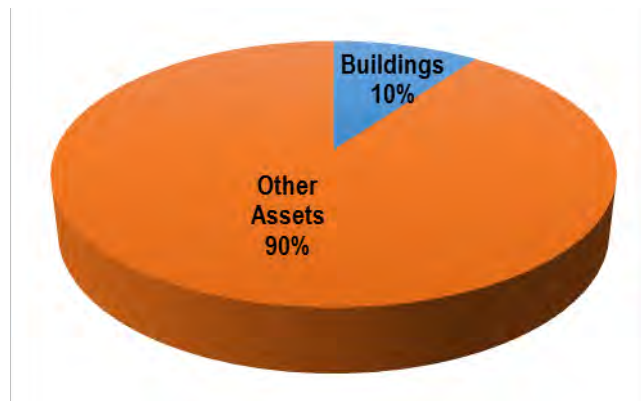
- Supporting the business and commercial needs of the organisation
- How supporting the users delivers against the Strategic Plan
- Having an understanding of current and projected community needs, customer views, on the services provided, and customer contributions (rent) relative to the total cost of providing facilities.
- Adapting to demographic changes and population growth, and business needs
- Adapting to changes in technology & associated user expectations – power/energy, communications, security, technology
- The Civic Centre building, dating from 1965, requires significant expenditure (over \$40 million) to bring it up to BCA, with addressing this being treated separately to Council's other assets

## How much do we need to look after these assets?

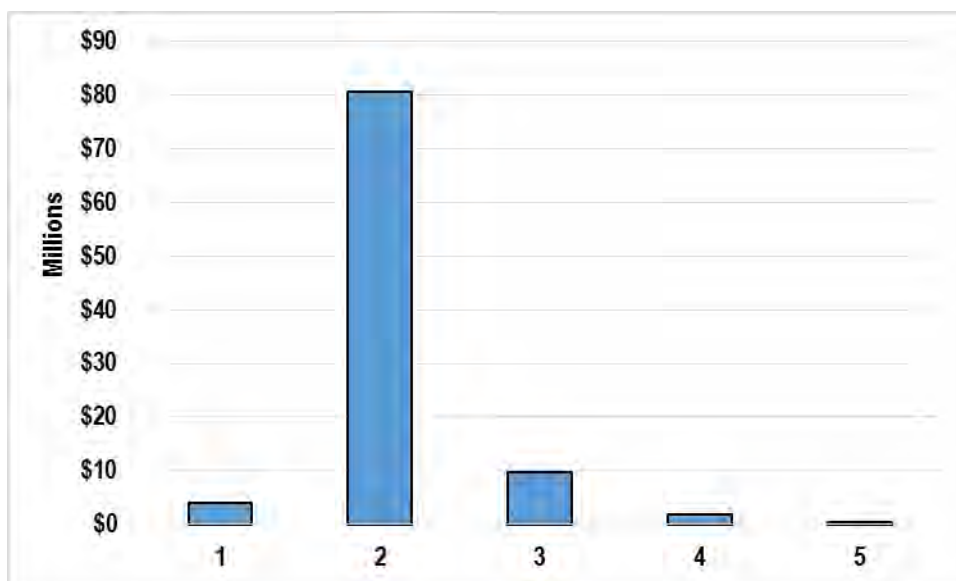
To sustain service levels and manage risk infrastructure renewal must be adequately funded. The Asset Plan discusses this challenge and identifies that the current funding will be insufficient for the longer term.

At present building assets represent an important portion of the assets we manage. Without renewal being undertaken when needed a decline in service and an increase in associated risks will occur.

**Infrastructure Proportion – Buildings**



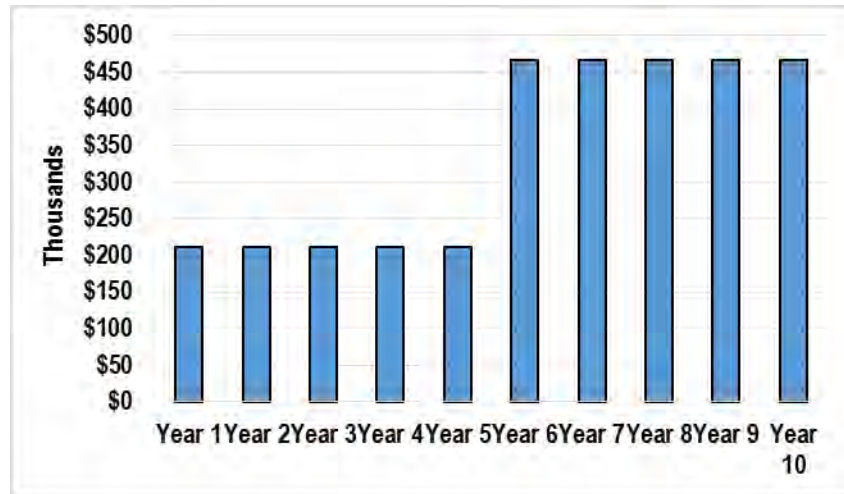
**Condition Profile – Buildings**



Although in the short term the renewal of assets in poor and very poor condition (Condition 4 and 5) can be managed, as the majority of the assets continue to age and decline, the financial capacity to manage more significant renewals is inadequate.

In order to address this challenge City of Ryde proposes to apply for approval for a rate increase introduced progressively over 4 years. This increase is sufficient to support a long term financial strategy of renewing building assets when required, excluding the Civic Centre building, and will enable those assets currently rated as Condition 4 and 5 to be renewed over the next 10 years as shown in following “graphical” estimate.

## Buildings – Requirements for Renewal of Condition 4 and 5



Sub Plan	Year	Maintenance \$'M	Operations \$'M	Renewal \$'M	Expansion \$'M	Total \$'M
Buildings	2015	2.78	1.94	0.44	0.42	5.57
Buildings	2016	2.87	2.12	0.41		5.40
Buildings	2017	2.96	2.18	0.44		5.58
Buildings	2018	3.05	2.24	0.45		5.73
Buildings	2019	3.14	2.45	0.47		6.06
Buildings	2020	3.23	2.51	0.48		6.23
Buildings	2021	3.34	2.58	0.49		6.41
Buildings	2022	3.44	2.65	0.50		6.59
Buildings	2023	3.55	2.71	0.52		6.78
Buildings	2024	3.66	2.80	0.52		6.97
Buildings	2025	3.77	2.88	0.53		7.18
Buildings	2026	3.88	2.97	0.55		7.40
Buildings	2027	4.00	3.05	0.57		7.62
Buildings	2028	4.12	3.15	0.58		7.85
Buildings	2029	4.24	3.24	0.60		8.08
Buildings	2030	4.37	3.34	0.62		8.32
Buildings	2031	4.50	3.44	0.64		8.57
Buildings	2032	4.63	3.54	0.66		8.83
Buildings	2033	4.77	3.64	0.68		9.09
Buildings	2034	4.91	3.75	0.70		9.36

Given that buildings have many complex components, and that these are generally replaced “in part”, we anticipate that the renewal program will be tailored to suit the specific operational requirements. The important aspect here is that we have sufficient funds to enable the works to be undertaken.



## **What Council is proposing to do**

### **Next 4 years – without an SRV**

- Continue to maintain the existing portfolio of building, with only essential maintenance and some renewals (e.g. carpet, leaks).
- This would mean restricted access to assets to minimise wear and tear. **Provide basic maintenance to the Civic Centre until the “Fit for the Future” process is resolved**

### **Next 4 years – with a 7% SRV**

- Renew the external building components (i.e.: roofs, windows) and structural maintenance of 2 to 3 larger buildings (i.e.: halls)

### **Longer term – to 10 years, to 25 years**

- Not yet determined

### **Through other means - DCP, VPA's, S94, LDA consents**

- Community facility at North Ryde as part of the TfNSW development.

### **Govt agencies**

- Not yet determined

## Basic information about these assets

Building Type	No	Part of other bldg	Statutory Compliance #	Backflow Meters	DDA Complying Toilets	Asbestos register completed
<b>Civic &amp; Operational Buildings</b>	<b>11</b>					11/11
<ul style="list-style-type: none"> <li>Civic Buildings</li> <li>SES</li> </ul>	5 1	1	F0/5 E-0/5 T0/5 F0/1 E0/1 T0/1			
<b>Commercial &amp; Investment</b>	<b>13</b>					8/14
<ul style="list-style-type: none"> <li>Commercial</li> <li>Residential</li> </ul>	7 6		F0/7 E0/7- T0/7 F0/6 E0/6 T0/6			
<b>Community Halls</b>	<b>25</b>					18/25
<ul style="list-style-type: none"> <li>Community Facility</li> <li>Hall</li> </ul>	12 8	2	F0/12 E0/12 T0/12 F0/8 E0/8 T0/8			
<b>Community Service Organisations – Licensed &amp; Leased</b>	<b>26</b>					22/25
<ul style="list-style-type: none"> <li>Historical Houses</li> <li>Early Childhood</li> <li>Kindergarten/Preschool</li> <li>Community Aid</li> </ul>	7 5 6 4	2 1	F0/7 E0/7 T0/7 F0/5 E0/5 T0/5 F0/6 E0/6 T0/6 F0/4 E0/4 T0/4			
<b>Recreational &amp; General Amenities</b>	<b>58</b>					48/58
<ul style="list-style-type: none"> <li>Grandstand</li> <li>Public Toilet (standalone)</li> <li>Sporting Amenities</li> </ul>	3 17 37		F3/3 E0/3 T0/3 NA NA		0/1 12/17 18/37	
<ul style="list-style-type: none"> <li>Bowling &amp; Croquet</li> </ul>	4		F4/4 E0/4 T0/4			
<ul style="list-style-type: none"> <li>Clubhouse</li> </ul>	4		F4/4 E0/4 T0/4			
In separate asset plans						
<ul style="list-style-type: none"> <li>Libraries</li> <li>RALC (Ryde Aquatic Leisure Centre)</li> </ul>	5 1	2	F0/5 E0/5 T0/5 F-/- E-/- T-/-			

F= Fire, E=Emergency systems, T=Disabled Toilets

## The Building Portfolio

<b>Building Type</b>	<b>Building Name</b>	<b>No</b>	<b>Street Name</b>	<b>Suburb</b>	<b>Category</b>	<b>Leased By</b>
Civic Buildings & Service Delivery	Operations Centre	1	Constitution Road	RYDE, 2112	Council Operations	'
Civic Buildings & Service Delivery	Porters Creek Site	162	Wicks Road	MACQUARIE PARK, 2113	Council Operations	WSN Environmental Solutions
Civic Buildings & Service Delivery	SES Building	137-143	Wicks Road	MACQUARIE PARK, 2113	Emergency Services	'
Subsidised Lease	Eastwood Park Croquet Club	45	Hillview Road	EASTWOOD, 2122	Sporting Groups	Eastwood Croquet Club
Commercial & Investment	Trim Place (Kiosk)	172A	Victoria Road	RYDE, 2112	Restaurant	Illyas Pahali (Aussie Bites)
Civic Buildings & Service Delivery	Argyle Centre/Office/Public Hall/Theatre	33-41	Blaxland Road	RYDE, 2112	Council Operations	'
Civic Buildings & Service Delivery	Argyle Public Hall	33-41	Blaxland Road	RYDE, 2112	Council Operations	
Commercial & Investment	24 Argyle Avenue	24	Argyle Avenue	RYDE, 2112	Residential	Brendan & Alison Walls
Civic Buildings & Service Delivery	Civic Centre	1	Devlin Street	RYDE, 2112	Council Operations	'
Commercial & Investment	31 Henry Street	31	Henry Street	RYDE, 2112	Residential	Steven Rowe
Commercial & Investment	330 Pittwater Road	330	Pittwater Road	EAST RYDE, 2113	Residential	Mr. Paul Besson
Commercial & Investment	54 Higginbotham Road	54	Higginbotham Road	GLADESVILLE, 2111	Residential	Mr Ross Frazer
Commercial & Investment	55A Pellisier Road	55A	Pellisier Road	PUTNEY, 2112	Residential	Amelia Renu
Commercial & Investment	6 Reserve Street	6	Reserve Street	WEST RYDE, 2114	Residential	Olivia Toura & Pauliasi Taura
Commercial & Investment	743 Victoria Road	743	Victoria Road	RYDE, 2112	x	'

<b>Building Type</b>	<b>Building Name</b>	<b>No</b>	<b>Street Name</b>	<b>Suburb</b>	<b>Category</b>	<b>Leased By</b>
Commercial & Investment	745 Victoria Road	745	Victoria Road	RYDE, 2112	Shops/Office	Indoor SunShop
Commercial & Investment	North Ryde RSL Youth Club	243-271	Pittwater Road	NORTH RYDE, 2113	Sporting Groups	North Ryde RSL Community Club Ltd
Commercial & Investment	Rockend Cottage	40	Punt Road	RYDE, 2112	Heritage	Dolfimme Pty. Ltd. Banjo Patterson Restaurant
Commercial & Investment	Rowe Street Shops 1 - 4	202	Rowe Street	EASTWOOD, 2122	Shops/office	
Commercial & Investment	Top Ryde Commercial Premises				x	Tiger One P/L.
Commercial & Investment	Victoria Rd Commercial Café Public Toilet	226	Victoria Road	GLADESVILLE, 2111	Restaurant	S & KM Curtis
Community Facility	Brush Farm Park Scout Hall	4	Lawson Street	EASTWOOD		DDSW P/L (Apple Dental Clinic/Mary King)
Community Facility	Cleves Park Scout Hall	53	Douglas Street	PUTNEY, 2112	Scout Groups	Scouts Australia
Community Facility	Darvall Park Locomotive Club	14A	Anthony Road			Sydney Live Stream Locomotive Society
Community Facility	Field of Mars Flower Stall	1	Cressy Road			Michele Pirina
Community Facility	Field of Mars Reserve					
Community Facility	Visitors Centre/Field Studies Centre	220	Pittwater Road	NORTH RYDE, 2113	Community	Michele Pirina (Flower Stall)
Community Facility	Lambert Park Guide Hall	51	Brush Road	WEST RYDE, 2114	Community	Girl Guides
Community Facility	Pryor Park Scout Hall	148	Cox's Road	NORTH RYDE, 2114	Share the building with preschool	Pryor Park Scouts
Community Facility	West Ryde Community multi-purpose centre				x	Christian Community Aid, West Ryde Early Childhood,
Recreational & General Amenities	Blenheim Park Club Building	68	Blenheim Road	NORTH RYDE	Sporting Groups	Sydney Radio Control Off Road Car Club
Community Facility	Shepherds Bay Community Facility	3A	Bay Drive	MEADOWBANK, 2114		Part of Shopping Centre

<b>Building Type</b>	<b>Building Name</b>	<b>No</b>	<b>Street Name</b>	<b>Suburb</b>	<b>Category</b>	<b>Leased By</b>
Community Facility	North Ryde Community Centre/Arts/Library	201	Cox's Road	NORTH RYDE, 2113	Share the building with Library	'
Community Facility	North Ryde School of Arts	201	Cox's Road	NORTH RYDE, 2113	Share the building with Library	'
Subsidised Lease	Bill Mitchell Park Club Building	82	Morrison Road	TENNYSON POINT, 2111	Sporting Groups	Ryde District Racing Pigeon Club
Subsidised Lease	Brush Farm Park Club Building	2	Lawson Street	EASTWOOD, 2122	Sporting Groups	Eastwood Ryde Netball Association
Community Facility	North Ryde Community Aid	4	Cutler Pde	NORTH RYDE, 2113	Community	North Ryde Community Aid
Commercial & Investment	2 Dickson Ave	2	Dickson Avenue	WEST RYDE, 2114	Community	Christian Community Aid
Community Facility	Eastwood Women's Rest Centre	45	Hillview Road	EASTWOOD, 2122	Community	Country Women's Association
Commercial & Investment	12 Lakeside Rd	12	Lakeside Road	EASTWOOD, 2122	Community	Christian Community Aid
Commercial & Investment	10 Lakeside Rd	10	Lakeside Road	EASTWOOD, 2122	Community	Christian Community Aid
Subsidised Lease	Darvall Park Bowling Club	57-59	Chatham Road	WEST RYDE, 2114	Miscellaneous	Sydney Live Steam Locomotive Society Co-op Ltd
Subsidised Lease	Kings Park Bowling Club	24	Salter Crescent	DENISTONE EAST, 2112	Bowling Clubs	Denistone East Sports Club
Community Facility	Eastwood Senior Citizen's Centre	159-161	Shaftsbury Road	EASTWOOD, 2122	Community	Eastwood Senior Citizens
Community Facility	Trafalgar Place Community Centre	1A	Trafalgar Place	MARSFIELD, 2122	same building as community centre	'
Subsidised Lease	Marsfield Park Ryde Pony Club	118-120	Culloden Road	MARSFIELD, 2122		Ryde Pony Club
Subsidised Lease	Christie Park Grandstand		Christie Road	MACQUARIE PARK, 2113		'
Recreational & General	Eastwood Park Grandstand	45	Hillview Road	EASTWOOD, 2122		'

<b>Building Type</b>	<b>Building Name</b>	<b>No</b>	<b>Street Name</b>	<b>Suburb</b>	<b>Category</b>	<b>Leased By</b>
Amenities						
Subsidised Lease	Monash Park Grandstand	142	Ryde Road	GLADESVILLE, 2111		Hunter Hill soccer, Nth west Sydney Women's Football
Subsidised Lease	Putney Tennyson Bowling Club	68	Frances Road	PUTNEY, 2112	Sporting Groups	Putney Tennyson Bowling
Community Facility	Civic Hall	1	Devlin Street	RYDE, 2112	Council Operations	'
Subsidised Lease	Ryde Park Bowling Club	11	Blaxland Road	RYDE, 2112	Bowling Clubs	Camperdown Bowling Club
Community Facility	Tyrell Park Scout Hall	25B	John Miller Street	EAST RYDE, 2113	Scout Groups	Scouts Australia
Community Facility	Santa Rosa Park Scout Hall	253	Quarry Road	NORTH RYDE, 2113	?	Scouts Australia
Community Facility	Lions Park Hall	274	Lane Cove Road	WEST RYDE, 2114	Community	Ryde Multicultural Centre
Community Facility	West Ryde Community Hall	1A	Station Street	WEST RYDE, 2114	Children Services	West Ryde Early Childhood
Community Facility	Westminster Park Scout Hall	6A	Westminster Road	GLADESVILLE, 2111	Scout Groups	Scouts Australia
Subsidised Lease	Old Eastwood Town Hall	74	Agincourt Road	EASTWOOD, 2122	Children Services	Spastic centre
Subsidised Lease	Brush Farm House	19	Lawson Street	EASTWOOD, 2122	Heritage	Corrective Services
Subsidised Lease	The Parsonage	12	Turner Street	RYDE, 2112	Heritage	Macquarie Community College
Subsidised Lease	Westward Cottage	8	Turner Street	RYDE, 2112	Heritage	Macquarie Community College
Subsidised Lease	Addington	813	Victoria Road	RYDE, 2112	Heritage	JF Booth, A Polverino & Eileen Moir St George Guilds
Subsidised Lease	Willandra	770	Victoria Road	RYDE, 2112	Heritage	City of Ryde Art Society
Commercial & Investment	5A Anthony Rd	5A	Anthony Road	WEST RYDE, 2114	No Lease	

<b>Building Type</b>	<b>Building Name</b>	<b>No</b>	<b>Street Name</b>	<b>Suburb</b>	<b>Category</b>	<b>Leased By</b>
Subsidised Lease	Ryde Early Childhood Centre	26	Argyle Avenue	RYDE, 2112	Children Services	Ryde Early Childhood
Commercial & Investment	8 Chatham Rd	8	Chatham Road	WEST RYDE, 2114	No Lease	
Subsidised Lease	North Ryde Community Preschool	13	Clermont Avenue	RYDE, 2112	Children Services	North Ryde Community Pre-School Inc.
Subsidised Lease	North Ryde Pre-School Kindergarten	147	Cox's Road	NORTH RYDE, 2113	Children Services	KU Children's Services
Subsidised Lease	Pryor Park Preschool/ Scout Hall	109	Cressy Road	EAST RYDE, 2113	Children Services	Pryor Park Preschool
Subsidised Lease	Goulding Hill Pre-School Kindergarten	2	Hancott Street	RYDE, 2112	Children Services	Goulding Hill Pre-School Inc.
Subsidised Lease	Eastwood Occasional Childcare Centre	55	Hillview Lane	EASTWOOD, 2122	Children Services	Eastwood Occasional Childcare
Subsidised Lease	Eastwood Pre-School Kindergarten	2B	Rutledge Street	EASTWOOD, 2122	Children Services	KU Children's Services
Subsidised Lease	Eastwood Early Childhood Centre	167	Shaftsbury Road	EASTWOOD, 2122	Children Services	VACANT
Subsidised Lease	Marsfield Early Childhood Centre (Trafalgar Place)	1A	Trafalgar Place	MARSFIELD	Children Services	Marsfield Early Childhood
Civic Buildings & Service Delivery	North Ryde Library	201	Cox's Road	NORTH RYDE, 2113		'
Civic Buildings & Service Delivery	West Ryde Library	2	Graf Avenue	WEST RYDE, 2114		'
Civic Buildings & Service Delivery	Eastwood Library (incl Women's Rest Centre)	45	Hillview Road	EASTWOOD, 2122	Community	Country Women's Association
Civic Buildings & Service Delivery	Gladesville Library	6	Pittwater Road	GLADESVILLE, 2111		'
Civic Buildings & Service Delivery	Top Ryde Library	1	Pope Street	RYDE, 2112		'
Recreational & General Amenities	Bowen Street (sea scouts)		Bowen	MEADOWBANK, 2114	Accessible	'



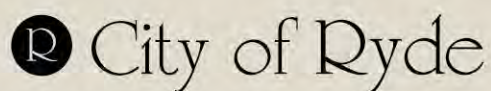
<b>Building Type</b>	<b>Building Name</b>	<b>No</b>	<b>Street Name</b>	<b>Suburb</b>	<b>Category</b>	<b>Leased By</b>
Recreational & General Amenities	Meadowbank Park Toilet Block	96B	Constitution Road	MEADOWBANK, 2114		'
Recreational & General Amenities	Glen Reserve Toilet Block	24	Glen Street	EASTWOOD, 2122	Accessible	'
Recreational & General Amenities	Jim Walsh Park Toilet Block	43	Graham Avenue	EASTWOOD, 2122	Accessible	'
Recreational & General Amenities	Eastwood Park Toilet Block (Lower Oval)	45	Hillview Road	EASTWOOD, 2122		'
Recreational & General Amenities	Memorial Park Toilet Block	2-6	Meadow Crescent	MEADOWBANK, 2114		'
Recreational & General Amenities	Bill Mitchell Park Toilet Block	82	Morrison Road	TENNYSON POINT, 2111		'
Recreational & General Amenities	Putney Park Toilet Block (Centre)	77	Pellisier Road	PUTNEY, 2112	Accessible	'
Recreational & General Amenities	Putney Park Toilet Block (East)	55	Pellisier Road	PUTNEY, 2112	Accessible	'
Recreational & General Amenities	Banjo Paterson Park Toilet Block	38	Punt Road	GLADESVILLE, 2111	Accessible	'
Recreational & General Amenities	Yamble Reserve Toilet Block	196	Quarry Road	RYDE, 2112	Accessible	'
Recreational & General Amenities	Monash Park Toilet Block	142	Ryde Road	GLADESVILLE, 2111		'
Recreational & General Amenities	Tyagarah Park Toilet Block	5	Tyagarah Street	GLADESVILLE, 2111		'

<b>Building Type</b>	<b>Building Name</b>	<b>No</b>	<b>Street Name</b>	<b>Suburb</b>	<b>Category</b>	<b>Leased By</b>
Recreational & General Amenities	Lions Park Toilet Block	1141	Victoria Road	WEST RYDE, 2114		'
Recreational & General Amenities	Kissing Point Park Toilet Block	24	Waterview Street	PUTNEY, 2112	Accessible	'
Recreational & General Amenities	Anzac Park Toilet Block	10	Wattle Street	WEST RYDE, 2114	Accessible	'
Recreational & General Amenities	Wharf Road Boat Ramp Toilet Block	98	Wharf Road	WEST RYDE, 2114	Accessible	'
RALC Recreational & General Amenities	Ryde Aquatic Leisure Centre	504	Victoria Road	RYDE, 2112	Sporting Groups	Next Generation Australia P/L
Subsidised Lease	Blenheim Park Amenity Building	68	Blenheim Road	NORTH RYDE, 2113		'
Recreational & General Amenities	Santa Rosa Park Club Building	64	Bridge Road	NORTH RYDE, 2113	Scout Groups	Australian Air League Putney Rangers Soccer, Ryde Hunter Hills Cricket, Nth West Syd Women's Football
Recreational & General Amenities	Bremner Park Amenity Building	129	Morrison Road	PUTNEY, 2112		
Recreational & General Amenities	Brush Farm Park Amenity Building	2	Lawson Street	EASTWOOD, 2122		Eastwood Netball Assoc
Recreational & General Amenities	Christie Park Amenity Building	12-20	Christie Road	MACQUARIE PARK, 2113	Sporting Groups	Gladesville Hornsby Football
Recreational & General Amenities	Darvall Park Amenity Building	61	Chatham Road	WEST RYDE, 2114		'
Recreational & General Amenities	Dunbar Park Amenity Building	16	Sobraon Road			Ryde Athletics
Recreational & General Amenities	Dunbar Park Sports Building	16	Sobraon Road	MARSFIELD, 2122		'

<b>Building Type</b>	<b>Building Name</b>	<b>No</b>	<b>Street Name</b>	<b>Suburb</b>	<b>Category</b>	<b>Leased By</b>
Recreational & General Amenities	Eastwood Park Amenity Building Lower Oval	45	Hillview Road	EASTWOOD, 2122		Eastwood Saints Andrews Soccer
Recreational & General Amenities	ELS Hall Park Amenity Building (Soccer)	109A	Kent Road	NORTH RYDE, 2113	Sporting/Community	Ryde District Panthers
Recreational & General Amenities	ELS Hall Park Amenity Building (Upper)	109A	Kent Road	NORTH RYDE, 2113	Sporting/Community	YMCA
Recreational & General Amenities	Fontenoy Park Amenity Building	52A	Fontenoy Road	MACQUARIE PARK, 2113		Macquarie Dragons Soccer, Anderson Events
Recreational & General Amenities	Gannan Park Amenity Building	49	Buna Street	RYDE, 2112		Inner West Harbour Cricket, Pacific Coast Baseball, Gladesville Soccer
Recreational & General Amenities	Kings Park Amenities Block	22-22A	Salter Crescent	DENISTONE EAST, 2112	Tennis Courts	Denistone East Community Tennis
Recreational & General Amenities	Kotara Park Amenities Block	87-89	Abuklea Road	EASTWOOD, 2122	Tennis Courts	Eastwood Thornleigh District Tennis Gladesville Sharks Soccer, Gladesville ravens Soccer, Inner West Harbour Cricket, Nth Ryde RSL Baseball, Nth Ryde Soccer
Recreational & General Amenities	Magdala Park Amenity Building	67	Magdala Road	NORTH RYDE, 2113		
Recreational & General Amenities	Marsfield Park Amenity Building	202-204	Vimiera Road	MARSFIELD, 2122		Hillview Rugby, Nth Distr Cricket, Oz Tag
Recreational & General Amenities	Marsfield Park Club Building	202-204	Vimiera Road	MARSFIELD		'
Recreational & General Amenities	Marsfield Park Toilet (Pony Club)	118-120	Culloden Road	MARSFIELD, 2122		'
Recreational & General Amenities	Meadowbank Park Amenities Block	96B	Constitution Road	MEADOWBANK, 2114	Tennis	'

<b>Building Type</b>	<b>Building Name</b>	<b>No</b>	<b>Street Name</b>	<b>Suburb</b>	<b>Category</b>	<b>Leased By</b>
Recreational & General Amenities	Meadowbank Park Amenity Building	42	Andrew Street	MEADOWBANK, 2114		'
Recreational & General Amenities	Meadowbank Park Amenity Building	96A-96B	Constitution Road	MEADOWBANK, 2114		'
Recreational & General Amenities	Meadowbank Park Amenity Building 1	102-104	Adelaide Street	MEADOWBANK, 2114	Sporting Groups	Eastwood Ryde Netball Association
Recreational & General Amenities	Meadowbank Park Amenity Building 2	102-104	Adelaide Street	MEADOWBANK, 2114	Sporting Groups	West Ryde Rovers Sports & Recreation
Recreational & General Amenities	Morrison Bay Park Amenity Building	41	Frances Road	PUTNEY, 2112		'
Recreational & General Amenities	North Ryde Park Amenity Building	145	Cressy Road	NORTH RYDE, 2113		Nth Ryde Soccer
Recreational & General Amenities	Olympic Park Amenities Block	3	Weaver Street (Cnr Potts Street)	RYDE, 2112	Tennis Courts	North-Western Suburbs Tennis Association Inc.
Recreational & General Amenities	Peel Park Amenity Building	32	Stanbury Street	GLADESVILLE, 2111		Gladesville Ravens Soccer, Nth West Sydney Women's Football
Recreational & General Amenities	Pidding Park Amenity Building	84	Cressy Road	NORTH RYDE, 2113		Nth west Sydney Women's Football, Saints United Soccer
Recreational & General Amenities	Pioneer Park Amenity Building	188A	Balaclava Road	EASTWOOD, 2122		Macquarie Saints Baseball
Recreational & General Amenities	Ryde Park Amenity Building	7	Blaxland Road	RYDE, 2112		'
Recreational & General Amenities	Ryde Park Amenity Building (Ex-Hockey)/café	7	Blaxland Road	RYDE, 2112	Shops/Office	Cheeky2 Café P/L (Joanne Foo)

<b>Building Type</b>	<b>Building Name</b>	<b>No</b>	<b>Street Name</b>	<b>Suburb</b>	<b>Category</b>	<b>Leased By</b>
Recreational & General Amenities	Ryde Park Amenity Building Harry Anderson	7	Blaxland Road	RYDE, 2112		'
Recreational & General Amenities	Santa Rosa Park Club Building	64	Bridge Road	NORTH RYDE, 2113	Scout Groups	Saints United Soccer Club United Inc.
Recreational & General Amenities	Tuckwell Park Amenity Building	8A	Fontenoy Road	MACQUARIE PARK, 2113		Anderson Events, Ignations Soccer
Recreational & General Amenities	Waterloo Park Amenity Building	191	Waterloo Road	MARSFIELD, 2122		Macquarie Saints Baseball, Nth West Sydney Women's Soccer
Recreational & General Amenities	Westminster Park Amenity Building	6A	Westminster Road	GLADESVILLE, 2111		Gladesville Ravens Soccer, North West Sydney Women's Football
	Anderson Park Toilet Block Ryde Park Rotunda Ryde Park Groundsman Storage Meadowbank Park Tennis Amenities				Tennis Courts	North-Western Suburbs Tennis Association Inc.
	West Ryde	3-5	Anthony Road	WEST RYDE, 2114	Community	
	745A Victoria road	745A	Victoria Road	RYDE, 2112	Residential	Kim (Areewan) Suwannaree
	Darvall Park (59 Chatham St Denistone)	59	Chatham Road	WEST RYDE, 2114	Bowling Clubs	



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# **CITY OF RYDE**

## Library and Cultural Asset Plan

Assets supporting library services, and directly represent the cultural values and investments of the community, such as monuments and public art.

November 2014  
Version 2.0

## What is the service provided by these assets

### Library

- printed, audio visual and digital material to access and borrow
- selected information services
- access to technology (primarily internet) for research and learning
- Place for informal community meetings, events & social activities

### Cultural

- hold and display a collection of art works by local and selected artists for aesthetic appreciation
- other type of art in public places, such as statues
- archived historical printed and photograph records
- memorial plaques in parks & public places
- monuments and historical items are valued by the community

## Issues over the life of these assets

### Library

- Main value to the public is: access to a range of materials, the educational and recreational activities provided, technology access, location, hours of opening & the standard of furnishings and fit out.
- The largest cost elements of library services are the buildings (ongoing maintenance), the materials available, technology infrastructure, and staff resourcing.
- Main reasons to renew / replace are to bring up to current standards for compliance especially disabled access, meet aesthetic expectations, and to meet expectations of a library that evolves with changing community needs.
- Maintaining a contemporary physical environment (building, fittings, furniture) and technology.
- Adapting to changes in technology & associated user expectations – power/energy, communications, security, technology
- Ongoing replenishment of library materials in order to maintain current collections which are relevant to the needs of the community.

### Cultural

- For most cultural items, the intent is to keep and maintain them indefinitely
- Dealing with potential and actual damage from vandalism and graffiti, and environmental exposure.

## Options for Levels of Service

The things that Council can change that affect the overall cost and nature of the service

- The location
- Accessibility
- How the building suits the use
- The arrangements which the building is available for the use
- The look and feel e.g. materials and finish, carpet, heating / ventilation etc.
- Associated facilities e.g. internal toilets, car parking, landscaping
- Frequency of cleaning

## Where are we now? (Current State)

- Two modern library buildings (Top Ryde & West Ryde)

- Three older library buildings which are now struggling to meet community expectations of a modern public library (North Ryde, Gladesville & Eastwood)
- Two modern library buildings with inadequate levels of funding to maintain them at appropriate levels of community expectation into the future
- Three older library buildings increasingly needing considerable work to maintain them at a basic level
- Potential redevelopment interest in the locations of at least two of these older library buildings

## Key considerations (Challenges)

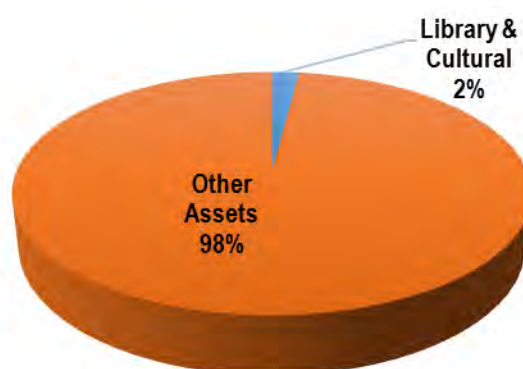
- The location and purposes are not rationally distributed across the city area, rather it is an evolution from individual decisions
- The look and configuration of the libraries
- art works and historical items are not replaceable and require appropriate conditions
- Availability and access, opening and closing arrangements, display arrangements
- plaques and memorial items have an intrinsic emotional aspect
- opinions on aesthetic values vary widely within the community, and there will always be pressure from individuals and groups to affect what is displayed, that does not necessarily align with the organisations and community's values
- decorative elements within infrastructure are intended to last only as long as the infrastructure, nor change the decision about the useful life and replacement of that infrastructure
- Gladesville Library is operated as a joint library service with Hunters Hill Council. A new agreement has recently been negotiated. An MOU for a potential new building and possible change of ownership is also in development

## How much do we need to look after these assets?

To sustain service levels and manage risk infrastructure renewal must be adequately funded. The Asset Plan discusses this challenge and identifies that the current funding will be insufficient for the longer term.

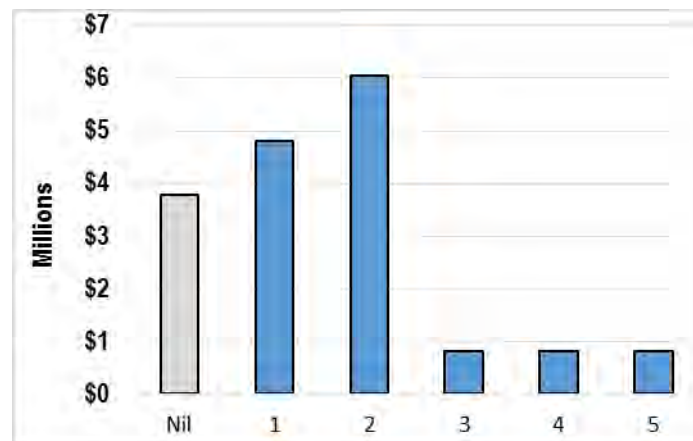
At present the assets at the Library and Cultural infrastructure assets represent an important portion of the assets we manage. Without renewal being undertaken when needed a decline in service and an increase in associated risks will occur.

### Infrastructure Proportion – Library & Cultural Infrastructure Assets





## Condition Profile – Library & Cultural Infrastructure Assets



Sub Plan	Year	Maintenance \$'M	Operations \$'M	Renewal \$'M	Expansion \$'M	Total \$'M
Library and Cultural	2015	0.45		0.80		1.25
Library and Cultural	2016	0.49		0.82		1.31
Library and Cultural	2017	0.51		0.85		1.35
Library and Cultural	2018	0.52		0.87		1.39
Library and Cultural	2019	0.56		0.90		1.46
Library and Cultural	2020	0.58		0.92		1.50
Library and Cultural	2021	0.59		0.95		1.55
Library and Cultural	2022	0.61		0.98		1.59
Library and Cultural	2023	0.63		1.01		1.64
Library and Cultural	2024	0.64		1.04		1.68
Library and Cultural	2025	0.66		1.07		1.74
Library and Cultural	2026	0.68		1.10		1.79
Library and Cultural	2027	0.70		1.14		1.84
Library and Cultural	2028	0.73		1.17		1.90
Library and Cultural	2029	0.75		1.21		1.95
Library and Cultural	2030	0.77		1.24		2.01
Library and Cultural	2031	0.79		1.28		2.07
Library and Cultural	2032	0.82		1.32		2.13
Library and Cultural	2033	0.84		1.36		2.20
Library and Cultural	2034	0.87		1.40		2.26

At present the majority of these assets are in good condition. Although in the short term renewal can be managed, as the majority of the assets continue to age and decline, the financial capacity to manage more significant renewals will be important.

In order to address this challenge City of Ryde proposes to apply for approval for a rate increase introduced progressively over 4 years. This increase is sufficient to support a long term financial strategy of renewing the Library and Cultural infrastructure assets when required.

## **What Council is proposing to do**

### **Next 4 years – without an SRV**

- Implementation of some recommendations from relevant plans:
  - Community Hubs Plan
  - Cultural Spaces & Places Plan
  - Libraries for Ryde (Library Services Strategic Plan)
- Install WiFi at branch libraries

### **Next 4 years – with a 7% SRV**

- The additional SRV will allow additional funds to be allocated for library building assets in line with the Building Asset plans

### **Longer term – to 10 years, to 25 years**

- Continued maintenance & re-engineering to resolve problems, similar to first 4 years
- Continue implementation of recommendations from relevant plans:
  - Community Hubs Plan
  - Cultural Spaces & Places Plan
  - Libraries for Ryde (Library Services Strategic Plan)

### **Through other means - DCP, VPA's, S94, LDA consents**

- Be opportunistic

### **Govt agencies**

- Be opportunistic

## Basic information about these assets

Type	Quantity	Comment	End Of Life Intent
Library Buildings	5	<ul style="list-style-type: none"> <li>• Eastwood Library (incl Women's Rest Centre)</li> <li>• Gladesville</li> <li>• North Ryde</li> <li>• Top Ryde</li> <li>• West Ryde</li> </ul>	<ul style="list-style-type: none"> <li>• Not determined</li> <li>• Not determined</li> <li>• Not determined</li> <li>• New – not determined</li> <li>• West Ryde</li> </ul>
Library Furniture & fittings	158 tables 818 chairs 116 desks 1016 shelving 425 furniture		Not determined
Library Material		Books 164,882 AV 23,248 Toys 671	Turnover all material on a 10 year cycle. Approx. \$400,000 pa budget – equates to \$4M replacement value
Historical & Archived material	not quantified		n/a
Art (paintings)	157		n/a
Monuments & memorials	90 plaques in parks		Re attached to furniture if item replaced, otherwise not determined
Statues & sculpture	Not recorded		n/a

# Based on ??

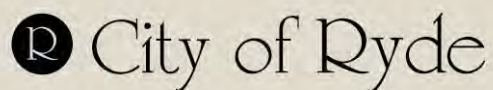
## Paintings Register

DESCRIPTION / NAME	ARTIST	LOCATION
"Pomona"	Robert Murrell	Civic Centre
"Addington - Ryde"	Elias Freeman	Civic Centre
"Exercising Horse & Rider"	Bettina McMahon	Civic Centre
Devlin Street, Ryde, 2009	Marion Stroud	Civic Centre
"Storey Bridge from Boundary Street"	Vincent Brown	Civic Centre
"Across the Harbour from Neutral Bay"	Lois Sanderson	Civic Centre
"Charlotte Pass in Summer"	Margaret Coen	Civic Centre
"Riverfront"	Anne Knowles	Civic Centre
"Sky of Fear"	Aina Nicmanis	Civic Centre
"High Key No.2"	Lyne Woodger	Civic Centre
"Tumut River"	Frances McCulloch	Civic Centre
"Mirrored in the Waters"	Joyce Hanley	Civic Centre
"Ryde Post Office"	Malcolm Peryman	Civic Centre
"Curzon Hall" - photo	John Blackadder	Civic Centre
"Ryde Bridge" - photo	John Blackadder	Civic Centre
"Curzon Hall" - photo	John Blackadder	Civic Centre
"Mount St Margaret Hospital" - photo	John Blackadder	Civic Centre
"Table Setting"	Unknown	Civic Centre
"Berry's Bay"	Angela Van Wyk	Civic Centre
"Impression of Ryde from the Air"	Val Clarke	Civic Centre
"After the Flood - Windsor"	Garrett Kingsley	Civic Centre
"Ryde Police Station"	Botany Bay Productions	Civic Centre
"Kangaroo Valley"	Lillias Newling	Civic Centre
"Lane Cove River"	Raymond Turnbull	Civic Centre
"End of Winter"	Unknown	Civic Centre
"Homebush-Waratah Railway"	Unknown	Civic Centre
"The Kangaroo Hunt & the Billabong" Piece 1, 2 & 3	Byramy Mansell	Civic Centre
"HM Queen Elizabeth II - In the Robes of the order of the Bath"	Leonard Boden	Civic Centre
"Snowfields, Kosciusko"	Graham P Austin	Civic Centre
"Tabernacle"	Mimi Jaksic Berger	Civic Centre
"Ryde's 200th Birthday Party"	Pat Smyth	Civic Centre
"St John at the Olympics"	Pro Hart	Civic Centre
"Summer Breezes"	Dawson	Civic Centre
"Golden Spring"	June Young	Civic Centre
"Aerial Photo of Ryde 1987"	Quasco	Civic Centre
"Sailing Boats"	Frederic Bates	Civic Centre
"Backwaters"	CF Taylor	Civic Centre
"People on Hill"	Szymanski	Civic Centre
"Cattle Country"	Dora Toovey	Civic Centre
"Spectacle Island, Sydney Harbour"	Dorothy Atkins	Civic Centre
"Bouquet of Flowers in a Green Vase"	Odilon Redan	Civic Centre

DESCRIPTION / NAME	ARTIST	LOCATION
"Running Harlequins II"	Cameron Sparks	Civic Centre
"The French Cafe Paddington"	Beryl Mallinson	Civic Centre
"Winter Flowers"	Gwenyth Farrer	Civic Centre
"Promenade"	D'Arcy W Doyle	Civic Centre
"People Leaning on Bridge"	Unknown	Civic Centre
"Top Ryde-Meadowbank 1964" - photo	Unknown	Civic Centre
"Aerial Photo of Ryde"	AAM Surveys	Civic Centre
"The Ryde Tapestry" + Plaque	West Ryde Senior Citizens Club	Civic Centre
"Sydney Opera House 1981"	Lloyd Rees	Civic Centre
"Looking Glass Bay" - photo	John Blackadder	Civic Centre
"Rockend Cottage, Gladesville" - photo	John Blackadder	Civic Centre
"Hatton's Cottage, Ryde" - photo	John Blackadder	Civic Centre
"Brush Farm House" - photo	John Blackadder	Civic Centre
"Eastwood House" - photo	John Blackadder	Civic Centre
"Addington, Ryde" - photo	John Blackadder	Civic Centre
"Willandra, Ryde" - photo	John Blackadder	Civic Centre
"Aerial Photo of Ryde May 1999"	AAM Surveys	Civic Centre
"Front Porch, Willandra, Ryde"	John Blackadder	Civic Centre
"Cox's Road, North Ryde 1943" - photo	Unknown	Civic Centre
"Cressy Road Bridge 1936" - photo	Unknown	Civic Centre
"Meadowbank Baths 1925" - photo	Unknown	Civic Centre
"Rowe Street Eastwood 1922" - photo	Unknown	Civic Centre
"Fairyland Pleasure Grounds 1914" - photo	Unknown	Civic Centre
"De Burghs Bridge 23 February 1901" - photo	Unknown	Civic Centre
"Kissing Point Bay, Parramatta River 1901" - photo	Unknown	Civic Centre
"Devlin Family, Willandra, Ryde 1872" - photo	Unknown	Civic Centre
"Aerial Photo of Ryde 1987"	Quasco	Civic Centre
"Aerial Photo of Ryde 1997"	AAM Surveys	Civic Centre
"River Scene"	Clarice Vardy	Civic Centre
"Buffalo River, Victoria"	Joy Hanley	Civic Centre
"Jamberoo Creek"	Doris Paynter	Civic Centre
"Across the Harbour from Neutral Bay"		Civic Centre
"Hatton's Cottage, Ryde"		Civic Centre
"Approaching Dusk, Jamberoo"	Noeline Millar	Civic Centre
"Sunshine & Wind, Kissing Point"	Jeanette Watson	Civic Centre
"Wintry Day at Pitt Town"	Vera Budge	Civic Centre
"Ryde- Sydney Horse Tram Replaced by Electric Tram"	Unknown	Civic Centre
"Jiading Shanghai Kong Temple"	Unknown	Civic Centre
"Eltham Street, Depot"	Noeline Millar	Civic Centre
"Council Charter"	Unknown	Civic Centre
"Meadowbank"	Helen Goldsmith	Civic Centre
"Kissing Point"	Helga Kelly	Civic Centre
"Holy Cross"	John Thon	Civic Centre
"Kissing Point Park Putney"	H Goldsmith	Civic Centre
Chinese Idiom - "Harmony Generates Wealth"	Eastwood Senior Citizens Club	Civic Centre

DESCRIPTION / NAME	ARTIST	LOCATION
"Parsonage Restored"	J Watson	Civic Centre
"Ryde Pumping Station"	R Marosszekye	Civic Centre
"Journey to the Sky Country"	C Tobin	Civic Centre
"Houses Near Tower"	Unknown	Civic Centre
"Opera House"	Seung Hee Xein	Civic Centre
"Tamworth"	Grace Evans	Civic Centre
"North Ryde Public School"	Helen Goldsmith	Civic Centre
"Glades Bay Jetty"	N Millar	Civic Centre
"Old Court House and St Anne's Church Ryde"	Michael Bakich	Civic Centre
"Boat Sheds on Parramatta River"	P Smyth	Civic Centre
"First Fleet Landing"	John Howard Wright	Civic Centre
"First Fleet Landing"	John Howard Wright	Civic Centre
"Hallway at Willandra"	Helen Goldsmith	Civic Centre
Chinese Art	The Peoples Government of Jiading district, Shanghai	Civic Centre
"Ryde Pumping Station"	Helen Goldsmith	Civic Centre
"Willandra"	Helen Goldsmith	Civic Centre
"Rooftops"	Helen Goldsmith	Civic Centre
"Kissing Point Bay"	Angela Van Wyk	Civic Centre
"Church Street in Wet"	Frederic Bates	Civic Centre
"Chess & Jacaranda"	Ralph Raffaello	Civic Centre
"Squireville"	Pat Smyth	Civic Centre
"Brush Farm House now"	Jeanette Watson	Civic Centre
"Sydney Ferry at Meadowbank Wharf"	Anne Knowles	Civic Centre
"Collage of Ryde"	Unknown	Civic Centre
"Hazy Morning, Ryde Bridge"	John Perkins	Civic Centre
"Hatton's Cottage"	J Watson	Civic Centre
"View to Homebush Bay"	Anne Knowles	Civic Centre
"Arches & Staircase"	Mollie Flaxman	Civic Centre
"Ryde Community Mural Quilt"	Volunteers	Civic Centre
"Canada Signed Olympic Shirt"	Canadian Olympic Committee	Civic Centre
"Canadian Copper Plaque"	Canadian Olympic Committee	Civic Centre
"Olympic Flag"	Canadian Olympic Committee	Civic Centre
"Portrait of Queen Elizabeth II"	Unknown	Civic Centre
"Black and White Farmland" - photo	Taylor Photographics	Library
"Black and White Farmland" - photo	Taylor Photographics	Library
"Black and White Farmland" - photo	Taylor Photographics	Library
"Black and White Farmland" - photo	Taylor Photographics	Library
"Black and White Farmland" - photo	Taylor Photographics	Library
"First Ryde Pumping Station 1917" - photo	Unknown	Library
"Sydney Opera House 1969" - print	Sir William Dobell	Library
"Misty Morning Tumut"	Brian Stratton 1965	Library
"Burrill Lake"	Dora Toovey	Library
"Kissing Point NSW - The Property of the late Mr James Squires"	Published by I Souter	Library
Sitka 1830	Dale Detremond	Library
"Aerial Photo of Ryde November 2001-	AAM Surveys	Depot

DESCRIPTION / NAME	ARTIST	LOCATION
5400m"		
"Aerial Photo of Ryde November 2001-5400m"	AAM Surveys	Depot
"Wingham Landscape"	Brian Stratton	Depot
"Swimming Centre - Victoria Road"	Unknown	
"Painting"	Henry Salkauskas	
"Banjo Patterson - Looking Glass Bay"	M Drake	
"Old Sofala"	M Drake	
"Squireville"	Colina Grant	
"Peace and Quiet - Kangaroo Valley"	M Drake	
"Song of Winter"	Dorothy Davies	
"Tall Trees - Port Macquarie"	Vera D Massey	
"The Lost Child"	Frederick McCubbin	
"Bark & Moss"	D Young	
"Hattons Cottage"	Pat Smyth	
"The Timber Yard, Primrose Hill"	Marion Stroud	
"Death of Burke" - photo	William Stutt	Library
"Bayview Hotel" - photo	Unknown	Library
"Building of Ryde Bridge" - photo	Unknown	Library
"Tram Station" - photo	Unknown	Library
"Looking Towards Chatham Road and West Ryde from Eastwood, around 1912" - photo	George Henry Hawkins	Library
"Looking west down Victoria Road, West Ryde in 1917" - photo	Lent for Copying from a private collection from Sydney Water	Library
"Train nearing Eastwood around 1912; looking towards Chatham Road and West Ryde" - photo	George Henry Hawkins	Library
"Hay children at 'Glen Ayr', West Ryde c.1898" - photo	Photograph lent for copying from Private Collection	Library
"Cafe at Night" (more details)	Linda Sullivan, Jan Boyle, Sheena Caswell, Priyani Kaneshalingam	Library
"Waterpolo"	Siobhan Ballestry - St Anthony's Primary School Year 6	RALC
"Ryde Swimming Centre 1961 - 1998"	Unknown	RALC
"Olympic 2000 Venue"	Unknown	RALC



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# **CITY OF RYDE**

## Parks and Reserves Asset Plan

Includes bushland areas, road reserves closed to traffic with landscaping, drainage reserve.

November 2014  
Version 2.0



## What is the purpose of these assets

- General public open space for recreation and amenity.
- Aesthetic value, including trees, landscaping and garden beds.
- Allows public & group gatherings.
- Associated facilities include car parking, lighting, shelters & furniture, special buildings such as rotundas, monuments.
- Includes seawalls (about 800m) which define and protect reserves along the river

## Issues over the life of these assets

- The useful life of the associated assets depends on what they are and the material used.
- Maintenance mainly comprises replacing damage, removing graffiti, and upkeep due to wear & tear.
- Landscaping maintenance is mainly mowing, tree management and limited garden bed upkeep.
- The maintenance of landscaping depends on species, weather and prominence of the location.
- Parks are open to the public at all times.

## Options for Levels of Service

The things that Council can change that affect the overall cost and nature of the service:

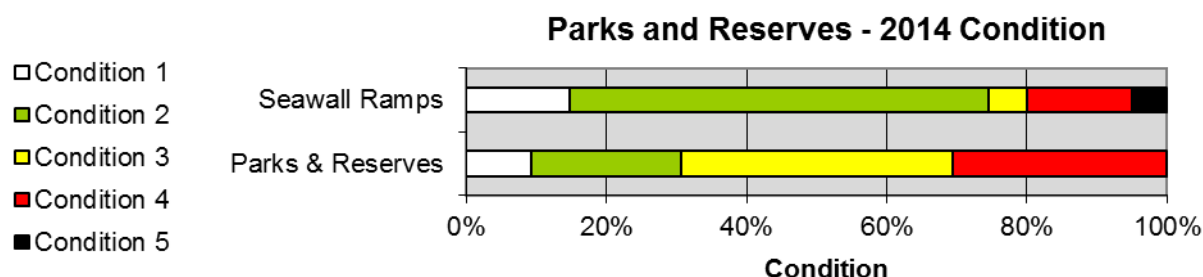
- Amount and type of garden beds and maintained vegetation
- Condition of grass in open areas e.g. mowing frequency
- Type and amount of associated facilities e.g. seats, tables, lighting, fencing, paths, retaining walls, signage
- State of repair of associated facilities
- Location of reserves overall and location within reserves of any facilities
- Enforcement of appropriate behaviours
- Parks are used as the location for other recreation assets such as ovals, courts, playspace equipment etc., and integration with these is an essential aspect of the management of parks & reserves

## Where are we now? (Current State)

- The number of parks at the level of service

Level of Service	Number of parks
1	19
2	44
3	80
4	63
5	0
<b>Total</b>	<b>206</b>

- A significant amount of seawalls are in poor condition and there has been an increase in the Delivery Plan to repair and renew large sections.
- 12 parks are designated to allow off leash dog use



## Key considerations & Challenges

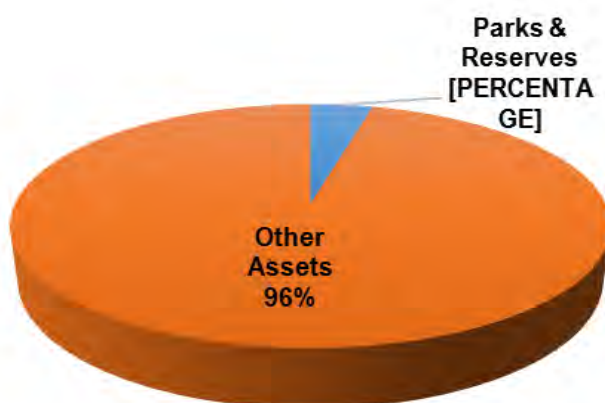
- Landscaping maintenance is labour intensive
- Strategies/plans – past policy has focussed on acquiring land
- Location and equitable coverage across the city
- Council is exempt by law from having to contribute to boundary fencing with private properties.
- Other Council plans and policies
  - Memorial Plaques and Donation of Park Furniture and Trees Policy
  - Urban Forest policy
  - No Smoking policy – Parks & Reserves
  - Community Gardens policy

## How much do we need to look after these assets?

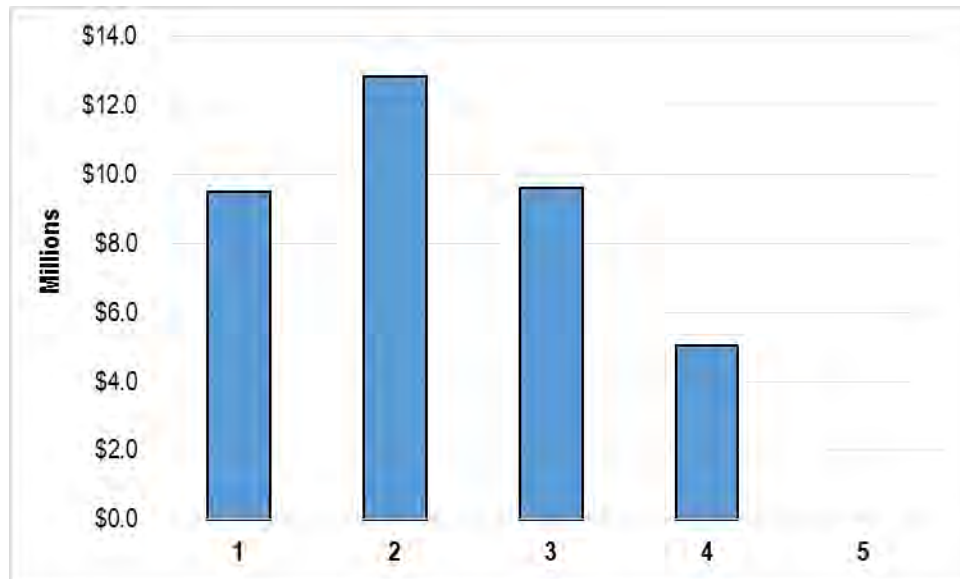
To sustain service levels and manage risk infrastructure renewal must be adequately funded. The Asset Plan discusses this challenge and identifies that the current funding will be insufficient for the longer term.

At present Parks and Reserves assets represent a substantial portion of the assets we manage. Without renewal being undertaken when needed a decline in service and an increase in associated risks will occur.

## Infrastructure Proportion – Parks and Reserves



### Condition Profile – Parks and Reserves



Sub Plan	Year	Maintenance \$'M	Operations \$'M	Renewal \$'M	Expansion \$'M	Total \$'M
Parks and Reserves	2015	1.51	6.37	2.19	1.49	11.56
Parks and Reserves	2016	1.73	6.73	2.16	0.11	10.73
Parks and Reserves	2017	1.78	6.92	2.23	0.08	11.01
Parks and Reserves	2018	1.83	7.19	2.29		11.30
Parks and Reserves	2019	2.04	7.40	2.35		11.79
Parks and Reserves	2020	2.09	7.59	2.42		12.10
Parks and Reserves	2021	2.14	7.81	2.48		12.44
Parks and Reserves	2022	2.20	8.01	2.55		12.76
Parks and Reserves	2023	2.25	8.25	2.62		13.12
Parks and Reserves	2024	2.32	8.49	2.70		13.51
Parks and Reserves	2025	2.39	8.74	2.78		13.91
Parks and Reserves	2026	2.46	8.99	2.87		14.32
Parks and Reserves	2027	2.53	9.26	2.95		14.74
Parks and Reserves	2028	2.60	9.53	3.04		15.17
Parks and Reserves	2029	2.68	9.81	3.13		15.62
Parks and Reserves	2030	2.76	10.10	3.23		16.08
Parks and Reserves	2031	2.84	10.40	3.32		16.56
Parks and Reserves	2032	2.92	10.70	3.42		17.05
Parks and Reserves	2033	3.01	11.02	3.53		17.55
Parks and Reserves	2034	3.10	11.34	3.63		18.07

Although in the short term the renewal of assets in poor and very poor condition (Condition 4 and 5) can be managed, as the majority of the assets continue to age and decline, the financial capacity to manage more significant renewals is inadequate.

In order to address this challenge City of Ryde proposes to apply for approval for a rate increase introduced progressively over 4 years. This increase is sufficient to support a long term financial strategy of renewing parks and reserves assets when required, and will enable those assets currently rated as Condition 5 to be renewed over the next 10 years.

## **What Council is proposing to do (Actions)**

### **Next 4 years – without an SRV**

- Continue mowing, gardening and maintenance of facilities to match available budget

### **Next 4 years – with a 7% SRV**

- Continue mowing, gardening and maintenance of facilities at current Levels of Service

### **Longer term – to 10 years, to 25 years**

- Continue mowing, gardening and maintenance of facilities
- Modify landscaping and tree planting to reduce mowing and operating costs

### **Through other means - DCP, VPA's, S94, LDA consents**

- As consents are issued, implement the s94 plan as relevant

### **Govt agencies**

- Continue to apply for grants



## INDICATIVE IMAGES – LEVELS OF SERVICE



**Category - Level A**  
**Maintenance Quality - Exceptional**  
**Type: Landscaped areas and gardens**

Often very large and well landscaped areas and gardens with newly planted trees, quality facilities, shade shelters, seats, bbqs etc.



**Category - Level A**  
**Maintenance Quality - Exceptional**  
**Type: Landscaped areas and gardens**

Innovative garden designs and use of appropriate landscape materials with quality plantings.



**Category - Level B**  
**Maintenance Quality - Acceptable**  
**Type: Landscaped area and gardens**

Aging facilities with older style of landscaping with mature trees. Adequate and well maintained but limited capacity and often needs some renovation, improved landscaping or new gardens



**Category - Level B**  
**Maintenance Quality - Acceptable**  
**Type: Landscaped area and gardens**

Older style but well maintained landscaping with mature trees, reasonably sized open grassy spaces. Adequate but limited capacity often with off street parking. Needs renovation, improved landscaping or gardens





**Category - Level C**  
**Maintenance Quality - Satisfactory**  
**Type: Open Space and Gardens**

Adequately maintained and wood chipped covered gardens with periodic shrub replanting when required. Those located in more frequently used parks are usually near features such as playgrounds and seating



**Category - Level C**  
**Maintenance Quality - Satisfactory**  
**Type: Open Space and Gardens**

Some gardens of this type can also be located in less frequently used parks specifically planted out and reasonably maintained as semi natural buffer zones or as a habitat restoration. They are re-planted periodically to maintain the garden.



**Category - Level D**  
**Maintenance Quality - Adequate**  
**Type: Open Spaces, Gardens Or Grassy Areas**

Typically are low maintenance natural areas or a created native garden bordered by only periodically cut grassed areas



**Category - Level D**  
**Maintenance Quality - Adequate**  
**Type: Open Spaces, Gardens Or Grassy Areas**

Less frequently maintained natural areas or low maintenance landscaped natural area gardens with significantly less managed open grassy areas





**Category - Level E**  
**Maintenance Quality – Minimal**  
**Type: Open Spaces, Gardens Or Grassy Areas**  
 Very low frequency maintenance.  
 Area consists mainly of infrequently  
 maintained grass or garden areas and of  
 a very much lower standard than for Level D sites



**Category - Level E**  
**Maintenance Quality – Minimal**  
**Type: Open Spaces, Gardens Or Grassy Areas**  
 Very low frequency garden maintenance.  
 Maintenance of grassy areas is minimal.  
 Gardens or grass receiving significantly less maintenance  
 than for the Level D sites



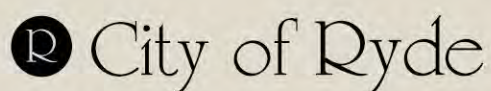
## PARKS LISTING

Category	Park Name	Actual	10yr
Premier Parks	Anderson Park	1	1
Premier Parks	Anzac Park	1	1
Premier Parks	Banjo Paterson Park	1	1
Premier Parks	Blenheim Park	1	1
Premier Parks	E.L.S Hall Park	1	1
Premier Parks	Eastwood Park	1	1
Premier Parks	Helene Park	1	1
Premier Parks	Kissing Point Park	1	1
Premier Parks	Meadowbank Park	1	1
Premier Parks	Memorial Park	1	1
Premier Parks	Putney Park	1	1
Premier Parks	Ryde Park	1	1
Premier Parks	Yamble Reserve	1	1
Neighbourhood Parks & Gardens	Ann Thorn Park	3	3
Neighbourhood Parks & Gardens	Australia li Park	2	2
Neighbourhood Parks & Gardens	Blamey Park	2	2
Sporting Fields (Surrounds Only)	Bremner Park	2	2
Neighbourhood Parks & Gardens	Carara Reserve	2	2
Sporting Fields (Surrounds Only)	Christie Park	2	2
Neighbourhood Parks & Gardens	Civic Gateway - South	3	3
Neighbourhood Parks & Gardens	Darvall Park	2	2
Neighbourhood Parks & Gardens	Denistone Park	2	2
Sporting Fields (Surrounds Only)	Dunbar Park	2	2
Neighbourhood Parks & Gardens	Elouera Reserve	2	2
Neighbourhood Parks & Gardens	Flinders Park	2	2
Sporting Fields (Surrounds Only)	Fontenoy Park	2	2
Neighbourhood Parks & Gardens	Glen Reserve	2	2
Neighbourhood Parks & Gardens	Granny Smith Memorial Park	2	2
Neighbourhood Parks & Gardens	Hoffman Park	3	3
Neighbourhood Parks & Gardens	Jim Walsh Park	2	2
Neighbourhood Parks & Gardens	Kings Park	3	3
Neighbourhood Parks & Gardens	Lynn Park	2	2
Sporting Fields (Surrounds Only)	Magdala Park	2	2
Sporting Fields (Surrounds Only)	Marsfield Park	2	2
Neighbourhood Parks & Gardens	Maze Park	2	2
Sporting Fields (Surrounds Only)	Monash Park	2	2
Sporting Fields (Surrounds Only)	Morrison Bay Park	2	2
Neighbourhood Parks & Gardens	North Ryde Common	3	3
Sporting Fields (Surrounds Only)	North Ryde Park	2	2

Category	Park Name	Actual	10yr
Sporting Fields (Surrounds Only)	Pidding Park	2	2
Neighbourhood Parks & Gardens	Tennyson Park	2	2
Neighbourhood Parks & Gardens	Tindarra Reserve	2	2
Sporting Fields (Surrounds Only)	Tuckwell Park	2	2
Sporting Fields (Surrounds Only)	Waterloo Park	2	2
Neighbourhood Parks & Gardens	West Denistone Park	2	2
Sporting Fields (Surrounds Only)	Westminster Park	2	2
Neighbourhood Parks & Gardens	Wilga Park	2	2
Local Parks & Playgrounds	Acacia Park	3	3
Local Parks & Playgrounds	Adventure Park	3	3
Visual Parks	Allars Street/Perkins Street	3	3
Local Parks & Playgrounds	Balun Reserve	3	3
Local Parks & Playgrounds	Beattie Park	3	3
Local Parks & Playgrounds	Bell Park	3	3
Visual Parks	Benson Place	3	3
Local Parks & Playgrounds	Bidgee Park	3	3
Visual Parks	Blaxland Road - Unnamed Park (Top Ryde Park)	3	3
Local Parks & Playgrounds	Booral Reserve	4	4
Local Parks & Playgrounds	Boyla Reserve	3	3
Local Parks & Playgrounds	Braemar Park	3	3
Local Parks & Playgrounds	Brereton Park	3	3
Visual Parks	Bridge Road - 57 - Unnamed Area	4	4
Local Parks & Playgrounds	Brigade Park	3	3
Visual Parks	Byron Park	3	3
Local Parks & Playgrounds	Catherine Park	3	3
Local Parks & Playgrounds	Cecil Park	3	3
Visual Parks	Colvin Park	3	3
Visual Parks	Community Park	3	3
Local Parks & Playgrounds	Cudal Reserve	3	3
Local Parks & Playgrounds	Darri Reserve	3	3
Local Parks & Playgrounds	Donnelly Park	4	4
Local Parks & Playgrounds	Donovan Park	3	3
Visual Parks	Driver Park	3	3
Visual Parks	Forrester Park	4	4
Local Parks & Playgrounds	Forsyth Street - Unnamed Park Ccc	4	4
Local Parks & Playgrounds	Girraween Reserve	3	3
Local Parks & Playgrounds	Griffiths Avenue - Unnamed Park Ccc	2	2
Local Parks & Playgrounds	Griffiths Avenue(45) - Unnamed Area Ccc	2	2
Local Parks & Playgrounds	Griffiths Avenue(47) - Unnamed Park Ccc	2	2
Local Parks & Playgrounds	Gwendale Park	4	4

Category	Park Name	Actual	10yr
Local Parks & Playgrounds	Halcyon Park	3	3
Visual Parks	Hardy Park	3	3
Local Parks & Playgrounds	Hayes Reserve	3	3
Local Parks & Playgrounds	Heatly Reserve	3	3
Local Parks & Playgrounds	Henri Dunant Reserve	4	4
Local Parks & Playgrounds	Hibble Park	3	3
Visual Parks	Irene Park	3	3
Visual Parks	Jacaranda Reserve	3	3
Visual Parks	Janet Park	3	3
Local Parks & Playgrounds	Jennifer Park	3	3
Local Parks & Playgrounds	John Miller Park	3	3
Local Parks & Playgrounds	Jones Street Reserve	3	3
Local Parks & Playgrounds	Jordan Park	3	3
Local Parks & Playgrounds	Jupp Reserve	4	4
Local Parks & Playgrounds	Kenneth Park	3	3
Visual Parks	Koonadan Reserve	3	3
Local Parks & Playgrounds	Kulgoa Reserve	3	3
Visual Parks	Lavarack Street - Unnamed Park	4	4
Local Parks & Playgrounds	Linton Avenue - Unnamed Parks	4	4
Local Parks & Playgrounds	Linton Park	4	4
Local Parks & Playgrounds	Lonsdale Park	3	3
Visual Parks	Lynelle Park	3	3
Local Parks & Playgrounds	Marjorie Park	3	3
Visual Parks	Mary Ellen Park	3	3
Visual Parks	Meditation Park	3	3
Local Parks & Playgrounds	Midgee Reserve	3	3
Local Parks & Playgrounds	Miriam Park	3	3
Visual Parks	Moore Park	3	3
Local Parks & Playgrounds	Mulhall Park	3	3
Local Parks & Playgrounds	Nerang Park	3	3
Local Parks & Playgrounds	Nunook Reserve	3	3
Local Parks & Playgrounds	Parry Park	3	3
Local Parks & Playgrounds	Pindari Park	3	3
Local Parks & Playgrounds	Princes Park (Previously Princes Street - Unnamed Reserve )	4	4
Local Parks & Playgrounds	Quandong Reserve	3	3
Visual Parks	Richmond Park	3	3
Local Parks & Playgrounds	Rutherford Park	3	3
Local Parks & Playgrounds	Salerwong Reserve	3	3
Local Parks & Playgrounds	Salter Park	3	3
Local Parks & Playgrounds	Shepherd Street(35) Ccc	3	3

Category	Park Name	Actual	10yr
Local Parks & Playgrounds	Sindel Reserve	4	4
Local Parks & Playgrounds	Talavera Reserve	3	3
Local Parks & Playgrounds	Trafalgar Reserve	3	3
Local Parks & Playgrounds	Tyrell Park	3	3
Visual Parks	Wandoo Reserve	3	3
Local Parks & Playgrounds	Watts Park	3	3
Local Parks & Playgrounds	Wendy Park	3	3
Local Parks & Playgrounds	Woolway Reserve	3	3
Visual Parks	Yurrah Reserve	3	3
Natural Areas	Burrows Park	4	4
Natural Areas	Field Of Mars Reserve	4	4
Natural Areas	Glades Bay Park	4	4
Natural Areas	Kobada Park	4	4
Natural Areas	Kotara Park	4	4
Natural Areas	Kywung Reserve	4	4
Natural Areas	Lane Cove Road - Unnamed Park	4	4
Natural Areas	Laurel Park	4	4
Natural Areas	Looking Glass Bay Park	4	4
Natural Areas	Lucknow Park	4	4
Natural Areas	Mallee Reserve	4	4
Natural Areas	Martin Reserve	4	4
Natural Areas	Myall Reserve	4	4
Natural Areas	Nundah Reserve	4	4
Natural Areas	Outlook Park	4	4
Natural Areas	Porters Park	4	4
Natural Areas	Portius Park	4	4
Natural Areas	Pryor Park	4	4
Natural Areas	Quebec Reserve	4	4
Natural Areas	Stewart Park	4	4
Natural Areas	Symon's Reserve	4	4
Natural Areas	Yinnell Reserve	4	4



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# **CITY OF RYDE**

## Playspaces and Sporting Fields Asset Plan

Facilities providing or supporting active recreation.

November 2014  
Version 2.0

## What is the service provided by these assets

- Recreation for casual and organised physical activities
- Playing fields are predominantly used for the sports of soccer, netball, cricket, baseball and rugby league.

## Issues over the life of these assets

- Sporting fields have limited turf life, and require importing replacement turf periodically.
- Playspace equipment standards have increased significantly as safety is better understood and considered – a typical complex set costs over \$150k
- The facilities are intended to meet very specific age ranges of the community demographic, which can change faster than the life of the asset
- The teen demographic requires challenging, free and unorganised recreation, which is not well covered with the current focus on traditional playspace equipment and courts/ovals.
- Frequent inspections (3 monthly cycles) of playspace equipment are required to monitor the integrity and safety.

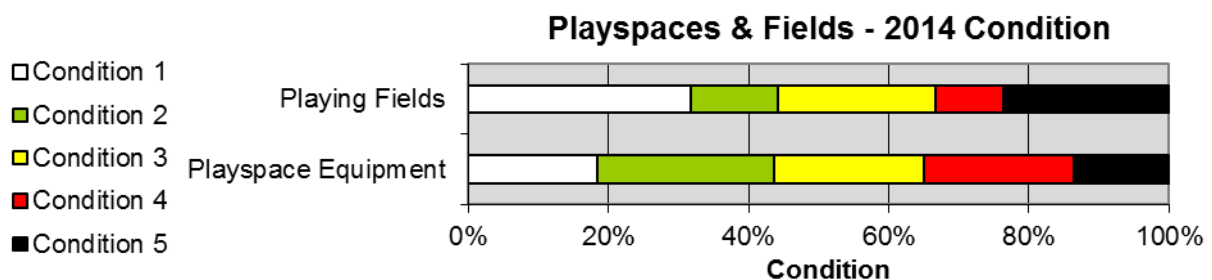
## Options for Levels of Service

The things that Council can change that affect the overall cost and nature of the service:

- Availability
- Playing area surface and material
- Number and variety of equipment
- Location of facilities
- Night time use
- New / non-traditional uses

## Where are we now? (Current State)

- The periodic replacement of turf is not as often as the rate of wear
- Fairly inflexible in being able to change the codes and numbers of fields and courts available.
- Not consistent with the provision of floodlighting or irrigation across all the fields
- Nearly half of the playspace equipment pre-dates the current version of the standards, and will cost more to replace with a modern equivalent
- On present recurrent capital funding levels, and typical equipment life of 15 years, Council will be able to sustain through on-going replacement, something of the order of 50 to 60 sets / locations of playspace equipment.
- On present usage levels, the turf surfaces of playing fields can't be sustained at current levels.



## Key considerations (Challenges)

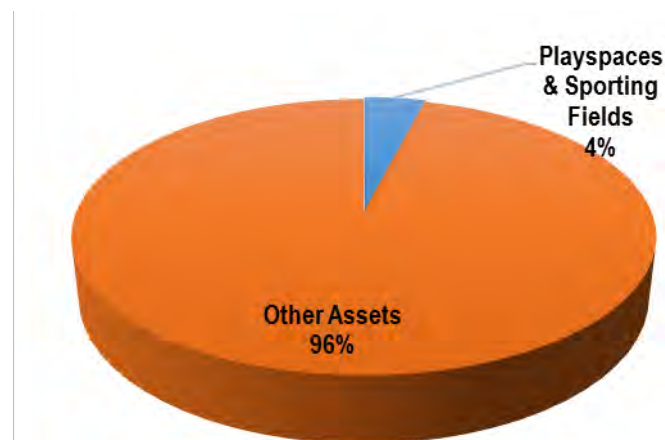
- Significant changes in standards and expectations for safe yet challenging play equipment & standards compliance
- Differing needs of various demographics
- The ratio per capita & distance to get there
- Historical arrangements for oval and court usage, including allocation of spaces to sporting codes and associations
- Changes in popularity of various codes, and changes to club memberships
- Location and equitable coverage across the city
- Increase in leisure time and aging population, with an increase in individual based activities
- Resident and public opinion on the installation and upgrade of floodlighting to increase usage

## How much do we need to look after these assets?

To sustain service levels and manage risk infrastructure renewal must be adequately funded. The Asset Plan discusses this challenge and identifies that the current funding will be insufficient for the longer term.

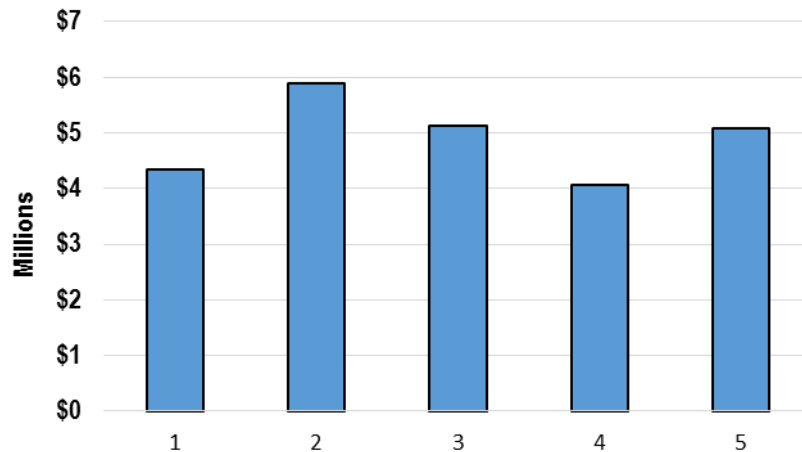
At present playspaces and sporting field assets represent a substantial portion of the assets we manage. Without renewal being undertaken when needed a decline in service and an increase in associated risks will occur.

### Infrastructure Proportion – Playspaces & Sporting Fields



### Condition Profile – Playspaces & Sporting Fields



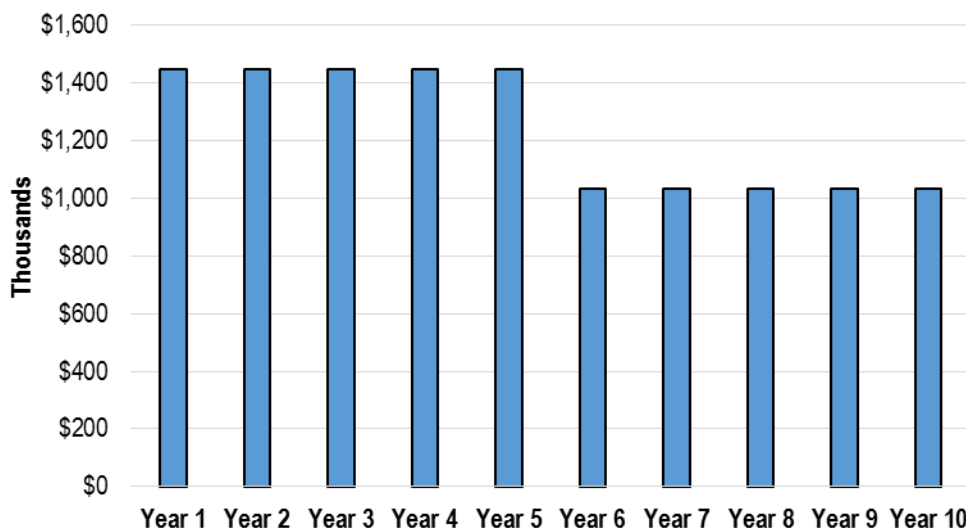


Although in the short term the renewal of assets in poor and very poor condition (Condition 4 and 5) can be managed, this must be continued as more assets continue to age and decline.

In order to address the challenge of asset renewal the City of Ryde proposes to apply for approval for a rate increase introduced progressively over 4 years. This increase is sufficient to support a long term financial strategy of renewing playspace assets when required, and will enable those assets currently rated as Condition 4 and 5 to be renewed over the next 10 years as shown in following “graphical” estimate.

For playing fields, the funding will allow renewal of turf in high wear areas which are rated condition 4 and 5

### Playspaces & Sporting Fields – Requirements for Renewal of Condition 4 and 5



## What Council is proposing to do

### Next 4 years – without an SRV

Continue oval mowing and maintenance of equipment. Only upgrade playgrounds with developer contributions.

- Renewal of turf at most of the City's sporting grounds to cope with wear and tear

### Next 4 years – with a 7% SRV

- Move to a program of replacement and /or partial updates on a 20 year cycle for all playspace equipment
- Over the 4 years, the SRV would see in addition :
  - Turf renewals for wear and tear and major refurbishment (including irrigation) at 2 fields within the City

### Replace an extra 10 playgrounds from the 106 total. Longer term – to 10 years, to 25 years

- Continue to replace playspace equipment at a rate matched to available funding.
- Continue oval mowing and court maintenance

### Through Others means - DCP, VPA's, S94, LDA consents

- As consents are issued, implement the s94 plan as relevant

### Govt agencies

- Continue to apply for grants

## Basic information about these assets

### Playspace Facilities

- 20 larger sets catering to broader choice and older kids/teenagers – with 1 skate park, 7 rope frames.

Park Type	Number of sets	Rubber Softfall	Shade	Comments
Premier Park	20	9	9	
Neighbourhood Park	19	0	3	
Sporting Fields	14	3	2	
Local Parks	30	1	1	
Visual Parks	8	0	0	
Natural Areas	3	0	0	

### Playing Fields & Courts

Activity	Number (of sites / ovals / courts)	Lighting	Irrigation	Comment
		Y/N/QTY	Y/N/QTY	
Tennis	4	Y	N	Leased sites (Kotara, Kings, Meadowbank, Olympic)
Soccer	37	37	36	
Netball	42	Y~	Y*	~30 hard, *12 grass
Basket ball	4	N	N	Non-competition (half courts or hoop only)
Cricket	25	N	N*	*4 turf (hand watering), 21 synthetic

Activity	Number (of sites / ovals / courts)	Lighting	Irrigation	Comment
Hockey	1	N	Y	Meadowbank only
Rugby and league	4	4	4	
Skate Park	1	N	N	Wilga Reserve
Baseball	7	2	7	(up to four diamonds per site)
Athletics	1	N	Y	Dunbar Park
Equestrian	1	N	N	Marsfield Park
AFL	2	2	1	Alternates with soccer
Croquet	2	N	2	Eastwood Park
Additional sports	varies year to year			Oztag, Flying Disk, Mini soccer, Summer Soccer Touch football, Bocce

Summary	There are 18 different sporting activities 179 booked sporting events per week (summer season)	59 sporting spaces in 26 parks 207 booked sporting events per week (winter season)
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Park Name	Lights	Comments
Brush Farm Park	Y	4 Netball Courts
Christie Park	Y	Field
Eastwood Park	Y	Fields 1& 2
E.L.S Hall Park	Y	Fields 1,2,3
Marsfield Park	Y	Field
Meadowbank Park	Y	Fields,1,3,8,9 and netball area
Monash Park	Y	Field
North Ryde Park	Y	Field
Ryde Park	Y	Fields 1,3
Westminster Park	Y	Field

10

10

There are 10 parks with sports floodlighting systems

## Examples of Playspace equipment



Small, modern climbing net attached to other play equipment set in a playground graded soft fall mulched area



Larger rope climbing net set in a sand pit to act as soft fall layer



Playground set into dual coloured rubberised soft fall surface material.  
Site is shaded. Equipment interesting



Playground without soft fall material. Unshaded site. Equipment is old, rusty and inappropriate to sustain the interest of the modern child. It should be replaced.



Playground equipment without any type of soft fall layer or other modern safety features. This equipment whilst still popular doesn't meet the latest safety standards and should be scheduled for removal and replacement.



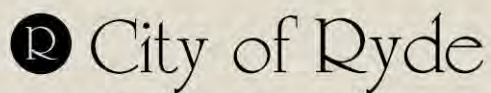
Ageing, uninspiring equipment in poorly maintained soft fall material area. This equipment has passed use by date and has outgrown the original demographics which initiated its construction.

## Playspace equipment locations

Park Name	Equipment Type	Size
Acacia Park	4 x items	small
Adventure Park	set items	small
Anderson Park	7 x items	large, multi
Ann Thorn Park	3 x items	small
Anzac Park	set items	mid
Banjo Patterson Park	set	small
Beattie Park	items	small
Bell Park	items	small
Bennelong Park	item	item
Bidgee Park	items	small
Blamey Park	items	small
Blenheim Park	adventure landscape, sets, frames	large, multi
Booral Reserve	items	small
Boyla Reserve	item	small
Braemar Park	items	small
Brigade Park	items	small
Brush Farm Park	items	small
Byron Park	items	small
Carara Reserve	items	small
Cleves Park	items	small
Community Park	items	small
Darvall Park	items	mid
Darvall Park	items	mid
Denistone Park	items	small
Dunbar Park	sets & items	small
Eastwood Park	items	small
ELS Hall Park	fitness trail, frames, sets, items	
ELS Hall Park	set	small
Eloura Reserve	sets & items	mid
Fontenoy Park	set & item	mid
Forrestor Park	set	small
Girraween Reserve	sets & items	small
Glades Bay Park	items	small
Glen Reserve	set & items	mid
Granny Smith Memorial Park	set & items	small
Halcyon Park	items	small
Heatly Reserve	items	small
Henri Dunant Reserve	items	small
Irene Park	item	small
Janet Park	items	small
Jennifer Park	items	small
Jim Walsh Park	set & items	small
John Miller Park	items	small
Jordan Park	items	small
Kathleen Reserve	items	small
Kissing Point Park	set & items	small
Kotara Park	items	small
Lions Park	items	small
Looking Glass Bay Park	item	small
Lynell Park	items	small

Park Name	Equipment Type	Size
Magdala Park	sets & items	small
McCauley Park	items	small
Meadowbank Park - James St	set & item	small
Meadowbank Park - Adelaide St	sets & items	large, multi
Meadowbank Park - Constitution Rd	items	small
Meadowbank Park - Ross Smith Ave	set & items	mid
Melrose Park	set & items	mid
Memorial Park	set & items	mid
Midgee Reserve	items	small
Miriam Park	set & items	small
Monash Park	items	small
Morrison Bay Park	items	small
Morshead Park	items	small
Mulhall Park	items	small
North Ryde Park	sets & items	small
Nunook Reserve	items	small
Olympic Park	set & items	small
Parry Park	items	small
Peel Park	items	small
Pidding Park	items	small
Pindari Park	items	small
Pioneer Park	set & items, gym	mid
Putney Park	sets, tower, rope frame, adventure	large, multi
Quandong Reserve	items	small
Ryde Park	items	small
Santa Rosa Park	items	small
Stewart Park	items	small
Talavera Reserve	set	small
Tennyson Park	item	small
Trafalgar Reserve	sets & items	mid
Tuckwell Park	items	small
Tyagarah Park	items	small
Wandoo Reserve	items	small
Waterloo Park	items	small
Watts Park	set & item	small
Wendy park	items	small
West Denistone Park	items	small
West Denistone Park	items	small
Westminster Park	items	small
Woolway Reserve	items	small
Yamble Reserve	set?	mid





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# **CITY OF RYDE**

## Road Pavements Asset Plan

The section of the road reserve used for motorised vehicles.

November 2014  
Version 2.0



## What is the service provided by these assets

### Road pavements

- Access to & between properties for vehicles, occupants, visitors, deliveries, services etc.
- All weather surface capable of withstanding vehicle weights
- On-street parking
- Supports public transport
- Cover to protect underground public utility services
- Pavement for car parking either on road or associated with facilities

### Kerb & gutter

- Edge of road to keep cars on pavement for travel and parking
- Directs stormwater along the road to inlets to the pipelines, and prevents erosion by this directed flow.

### Car parks

- All weather surface for parking of vehicles (mainly cars)

## Issues over the life of these assets

- Almost all roads have an asphaltic concrete (bitumen) surface, which deteriorates over time from air and UV exposure. When cracks form, water gets into the soil underneath, reducing the load bearing capacity with resulting accelerated damage by vehicle weights. This breakdown takes about 35 years, and the road requires a new surface to avoid significant cracking and potholing, otherwise the ride quality of the road is greatly reduced.
- The unpredictable nature of damage and wear can result in patches even on newly laid surfaces. The surface is provided for load and waterproofing, with any aesthetic effect being an unguaranteed by-product.
- Kerb & Gutter is on both sides of almost all streets, with failure due mainly to lifting by tree roots or poor subsoil conditions.
- Traffic speed is increased with smoother surfaces, which is contra to local amenity.
- Increasing vehicle weights for trucks and buses accelerates deterioration and failures, especially with traffic control facilities which concentrate wheels to only parts of the pavement
- Car park pavements are of thinner construction as normally only used by cars

## Options for Levels of Service

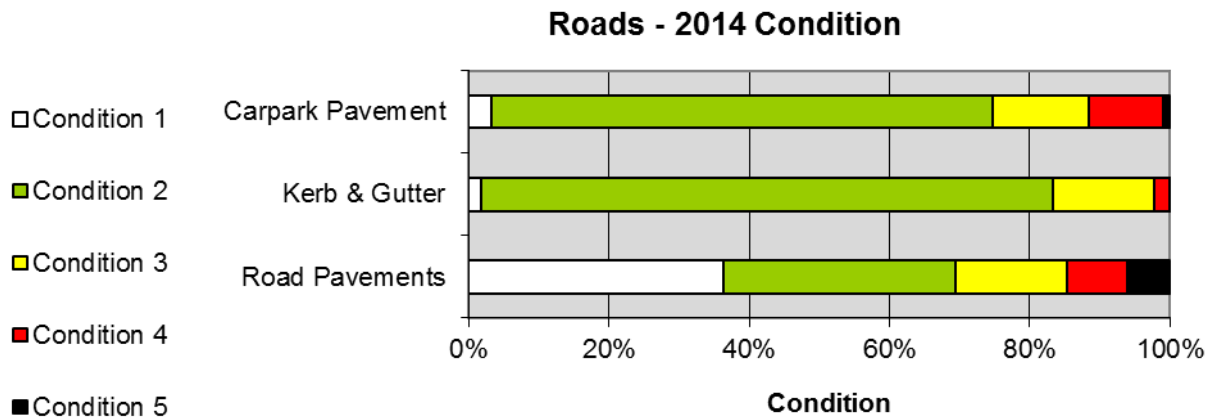
The things that Council can change that affect the overall cost and nature of the service are:

- Travel lane width
- Surface quality (roughness, material, shape, crossfall for kerbside parking)
- Availability & management of repairs

## Where are we now? (Current State)

- Replacing and repair road pavements covering approximately 50,000 Sq. p.a. versus the 65,000 m<sup>2</sup> p.a. required to match deterioration
- The significant amount of car park pavements are in poor condition, and are given low priority as the surface condition does not need to be as good where cars are travelling at low speed

- Pavements that are not repaired or resurfaced before major failures will need to remain in poor condition, as funding is not enough for reconstruction, especially car parking.



## Key considerations & Challenges

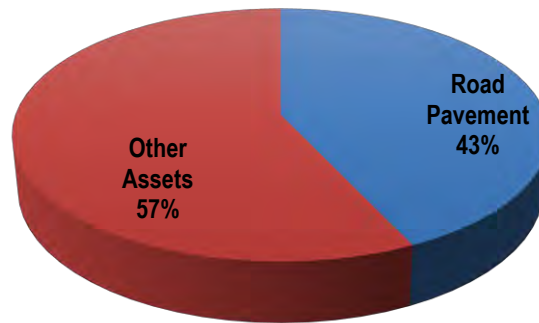
- Represents Council's largest asset group at 2.77 million square metres or 321 km.
- There are 83 Car parks with 111,000 m<sup>2</sup> of pavement (about 4% overall of pavements)
- The capital costs for patching, resurfacing and reconstruction are split across several budget programs, with the total being currently in the order of \$4M
- Monitoring and repairing damage by utility authorities and developers requires a significant effort, in excess of \$800,000 pa of works.
- The layout of road reserves and the network is fixed by historical circumstances, with very limited opportunity to change it. Similarly, car parking is limited by available land.
- Control of traffic is governed by the Road Transport Act, for which the RMS is primarily responsible and has given Council limited delegated authority.
- Integration of parking, traffic control, pedestrians, land use and access
- Distribution of works across the municipality to balance equity and need
- No definitive standards exist for local roads
- Implementing the Macquarie Park DCP road network

## How much do we need to look after these assets?

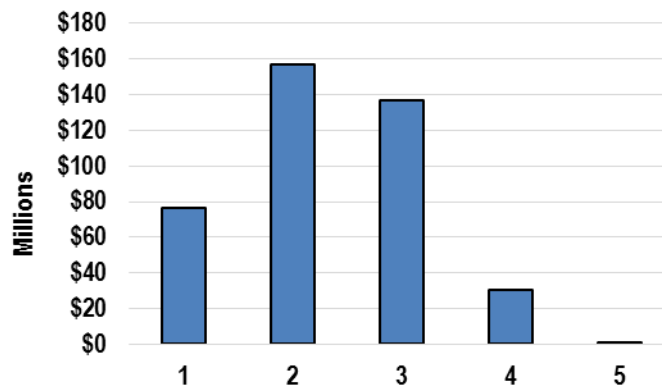
To sustain service levels and manage risk infrastructure renewal must be adequately funded. The Asset Plan discusses this challenge and identifies that the current funding will be insufficient for the longer term.

At present road pavement assets represent a major portion of the assets we manage. Without renewal being undertaken when needed a decline in service and an increase in associated risks will occur.

### Infrastructure Proportion – Road Pavement



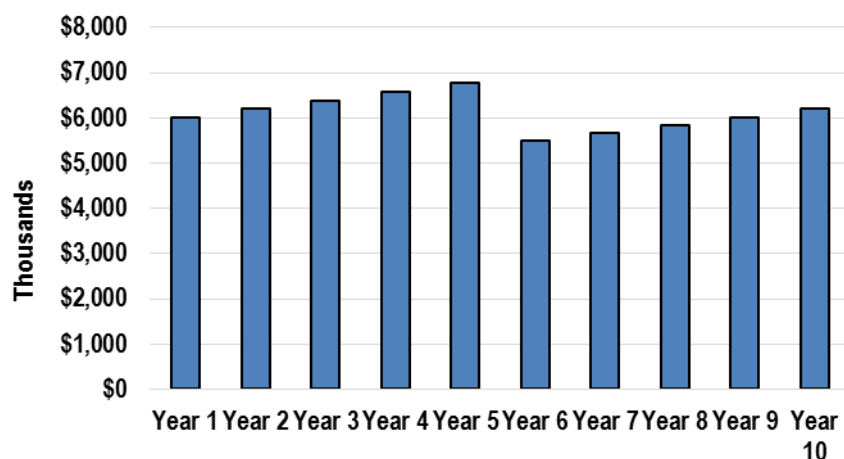
### Condition Profile – Road Pavement



Although in the short term the renewal of assets in poor and very poor condition (Condition 4 and 5) can be managed, as the majority of the assets continue to age and decline, the financial capacity to manage more significant renewals is inadequate.

In order to address this challenge City of Ryde proposes to apply for approval for a rate increase introduced progressively over 4 years. This increase is sufficient to support a long term financial strategy of renewing road pavement assets when required, and will enable those assets currently rated as Condition 4 and 5 to be renewed over the next 10 years as shown in following “graphical” estimate.

## Road Pavement – Requirements for Renewal of Condition 4 and 5



Sub Plan	Year	Maintenance \$'M	Operations \$'M	Renewal \$'M	Expansion \$'M	Total \$'M
Roads	2015	0.02	6.28	8.03		14.33
Roads	2016	0.02	6.44	8.24		14.70
Roads	2017	0.02	6.73	8.46		15.22
Roads	2018	0.02	6.92	8.71		15.65
Roads	2019	0.03	7.26	8.97		16.25
Roads	2020	0.03	7.45	9.23		16.71
Roads	2021	0.03	7.81	9.50		17.34
Roads	2022	0.03	8.02	9.78		17.82
Roads	2023	0.03	8.40	10.07		18.50
Roads	2024	0.03	8.66	10.37		19.05
Roads	2025	0.03	8.92	10.68		19.62
Roads	2026	0.03	9.18	11.00		20.21
Roads	2027	0.03	9.46	11.33		20.82
Roads	2028	0.03	9.74	11.67		21.44
Roads	2029	0.04	10.03	12.02		22.09
Roads	2030	0.04	10.34	12.38		22.75
Roads	2031	0.04	10.65	12.75		23.43
Roads	2032	0.04	10.96	13.13		24.13
Roads	2033	0.04	11.29	13.53		24.86
Roads	2034	0.04	11.63	13.93		25.60

## What Council is proposing to do

### Next 4 years – Without an SRV

- Capital works program of Resurfacing and reconstruction, covering approximately 50,000 m<sup>2</sup> p.a. Programmed patching to pro-actively repair deteriorating areas where potholes develop.
- The funds from resurfacing will be diverted to patching as required to deal with condition 5 pavements

- Kerb is only replaced when street block roads are reconstructed
- Over the 4 years, this would be :
  - resurface 100 street blocks
  - reconstruct 28 street blocks
  - patch failed sections 6,000m<sup>2</sup> total
 this is only 2/3 of work that should be undertaken. Increase the use of alternative pavement treatments to re-use removed pavement materials and provide thin layers over existing pavements to avoid removal of old pavement layers.

### **Next 4 years – With the 7% SRV**

- Capital works program of Resurfacing and reconstruction to renew pavements as required.
- Programmed patching to pro-actively repair deteriorating areas to extend the life of larger street segments so that only resurfacing is required rather than reconstruction.
- Renew sections of kerb and gutter independently rather than only when full road reconstruction done.
- When pavements are reconstructed, increase the thickness to withstand increased vehicle loads.
- Over the 4 years, the SRV would see in addition :
  - Resurface an extra 30 street blocks,
  - reconstruct an extra 5 street blocks,
  - reconstruct 1.5km of bus routes
  - pavements, patch additional 10,000 m<sup>2</sup> of failed sections
  - Replace an extra 4km of kerb and gutter

### **Longer term – to 10 years, to 25 years**

- Continue the same as the first 4 years

### **Through Others means - DCP, VPA's, S94, LDA consents**

- Acquire the extra roads in Macquarie Park identified in the DCP through developer contribution process

### **Govt agencies**

- Expecting annual Roads to Recovery & RMS funding contributions to continue

## Basic information about these assets

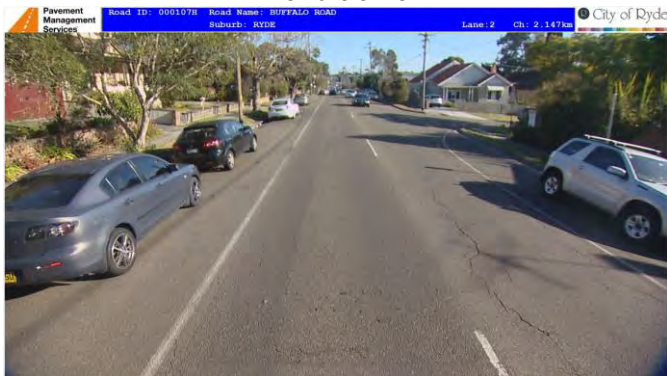
Aspect	
Funding	Comes primarily from Council Rates, from the RMS via specific programs, and the Federal Government via annual grants Funding levels for many years have been sufficient to match deterioration
Priority pavements	Bus routes, and higher trafficked roads
Sustainability	Resurfacing requires the removal of the old pavement to prevent build-up of the road level and problems with driveway access and on-street parking. This material has value for civil works purposes, and is re-used.
Selecting priority for works	<p>Poor condition is not enough to warrant priority for works. In selecting which roads are resurfaced, consideration is given to a range of other factors to achieve the most cost effective and risk minimised outcome. These other factors are</p> <ul style="list-style-type: none"> <li>○ Options for re-use of materials</li> <li>○ Traffic volumes and usage of road</li> <li>○ Prominence</li> <li>○ Integration with other initiatives</li> <li>○ Cost effectiveness of works needed</li> <li>○ Impact on management of the overall street</li> <li>○ Timing with works by utilities &amp; developers</li> </ul>
Trends	<ul style="list-style-type: none"> <li>• As the older aged demographic increases, so does the demand for even and level surfaces, better visibility, and ride comfort</li> <li>• Increase in traffic &amp; parking creates conflicts and demands for on street pavement space.</li> <li>• Cost of (oil based) bitumen, equipment, skilled labour, and traffic control during works, is increasing faster than the general CPI</li> <li>• Increasing number and laden weights of heavy vehicles, especially buses</li> </ul>



## Examples of Issues & Condition ratings

### Road Pavement

Condition 3



Condition 4



Condition 5



### Kerb & Gutter

Condition 3



Condition 4






Condition 5







## Road Pavement Condition Rating - 2014

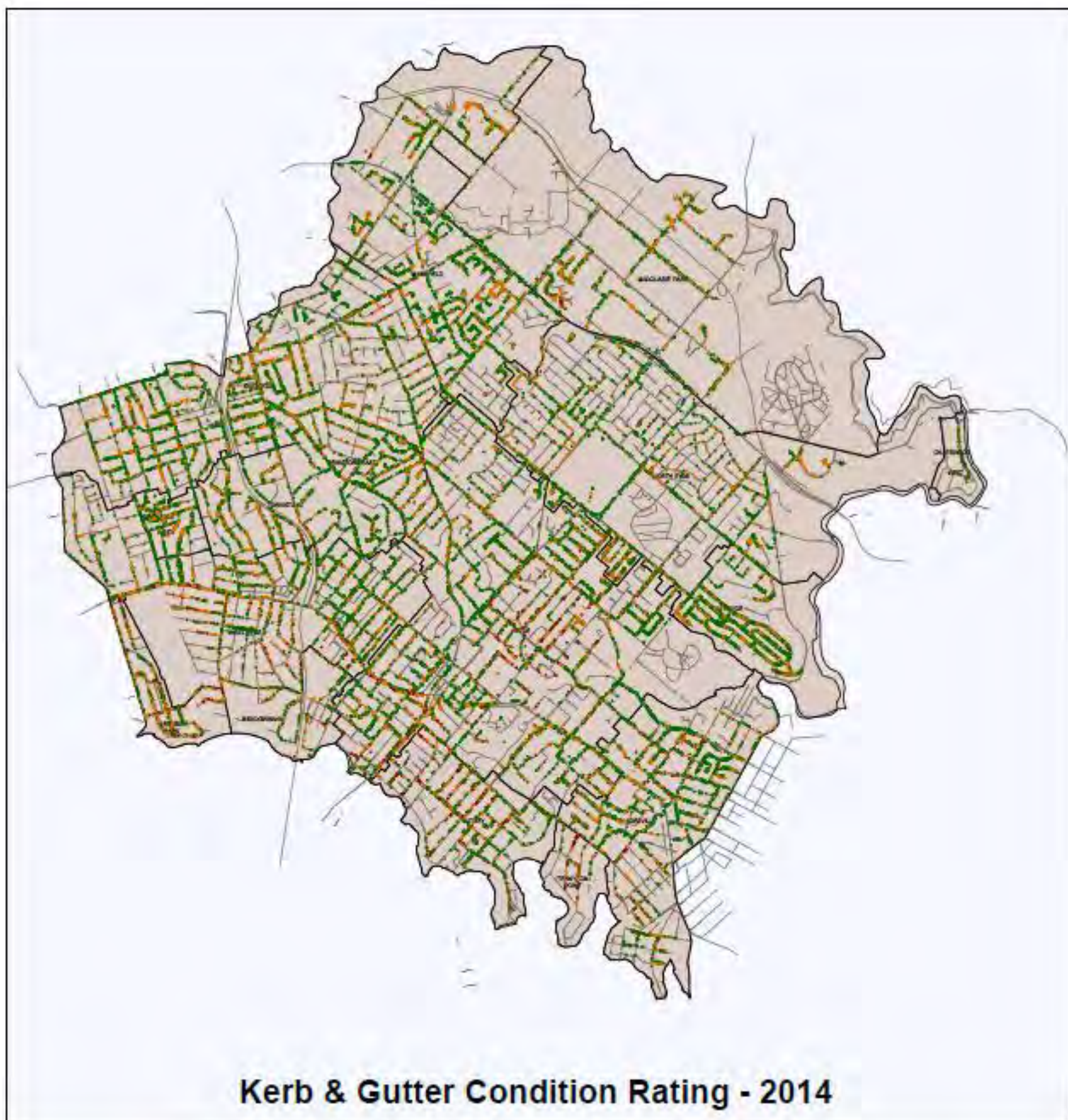
Condition Rating	Amount in SQM
 3	437,481
 4	238,173
 5	171,108




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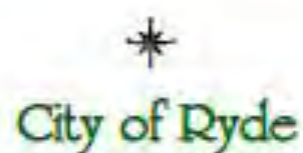


Condition Rating	Number of Defects	Amount in Meters	% of Total Kerb & Gutter
 3	72,574	92,102	15.8 %
 4	8,971	13,831	2.4 %
 5	237	615.5	0.1 %

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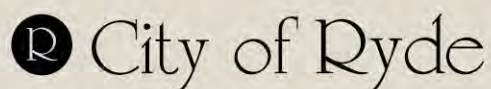
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Date: 22/10/2014





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# **CITY OF RYDE**

## Roadside and Public Spaces Asset Plan

The road reserve for pedestrians, cyclists and public usage.

November 2014  
Version 2.0

## What is the service provided by these assets

### Footpaths

- Travel for pedestrians and potentially bikes, separate from cars & motorised vehicles, that has paving for wet weather and is relatively level
- Allows access to properties (including via driveways) & facilities, public transport
- Area for utility services (water, sewer, electricity, gas, communications)
- Plazas & Town Centres - Aesthetics, community & social inter-action, focal points, support retail/commercial

### Bridges & Tunnels

- Allows roads and footpaths to cross major barriers for route connectivity

### Bus shelters & seats

- Provides seating to wait for buses and intermittent breaks if walking
- Some shelter from rain, wind and sun

### Bins, bollards, fencing, signage

- Safety, such as barriers to manage conflicts with pedestrians & cars
- Asset protection, such as keeping vehicles away from non-traffic areas
- Way finding signs, including street names and directions to facilities

### Street lighting

- For pedestrians to see the pavement they are walking on, and improved visibility of pedestrians at crossing points
- Higher lighting levels to assist motorists on State Roads, and around centres.
- Security around designated town centres and Macquarie Park.

### Street Trees, nature strips & landscaping

- Shade, aesthetics

### Wharves, Jetties, Pontoons

- Access to river transport services

## Issues over the life of these assets

- Footpaths have very long physical lives, but are often repaired and require replacement due to damage from utility works and tree root uplift.
- Contemporary standards can be very different to the actual at construction given the long life of assets
- The number of assets involved makes it impractical to record individual items, with information and planning done in relevant groupings.
- The logistics of managing condition data and repairs requires the reliance on integrated technology systems.
- Future of cars & transport & land use development (peak oil, climate change adaptation, population increase and demographic changes, technology) is likely to change affecting the nature of infrastructure required

## Options for Levels of Service

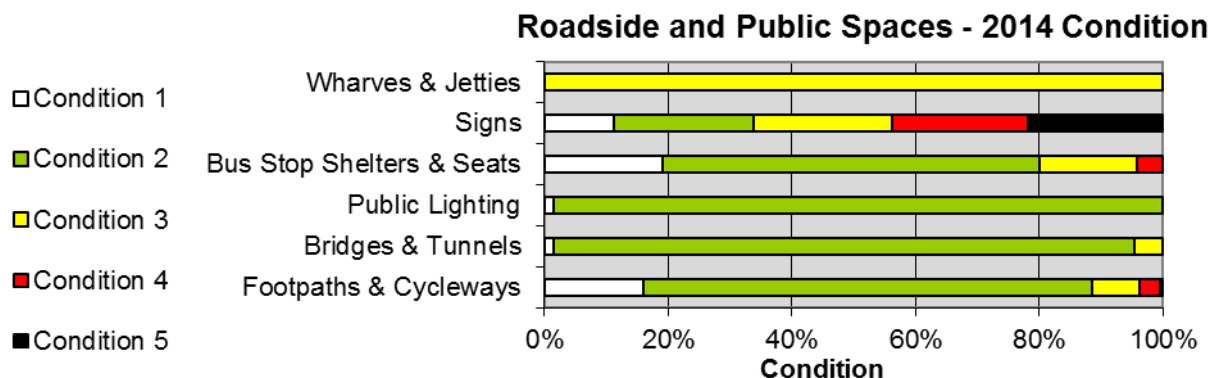
The things that Council can change that affect the overall cost and nature of the service are:

- Nature strips & landscape mowing, degree of reliance on adjacent property owner excepting those on a register based on disability & unreasonable onus
- Be opportunistic and do works in conjunction with utility damage restorations
- Completing a network of paved footpaths in every street, width of paved paths

- Driveways are maintained & provided at cost to property owners
- Street lighting levels across network.
- Seat at every bus stop
- Using developer contributions for upgrades to granite & Multi-Function Poles (MFP's), particularly Macquarie Park & Meadowbank
- The number, location and species of street trees

## Where are we now? (Current State)

- After the asset reserve funds are depleted in building the new paths in the current delivery plan, new paths can't be funded without deferring maintenance of existing paths.
- Steam clean of granite paths is only yearly or less
- Only manage to replace all condition 5 and only some condition 4, with an increasing backlog as trees grow
- continue to add seats at bus stops (about 15-20 pa) and 2 shelters pa – rely on contract renewal in 2018 to replace existing shelters



## Key considerations & Challenges

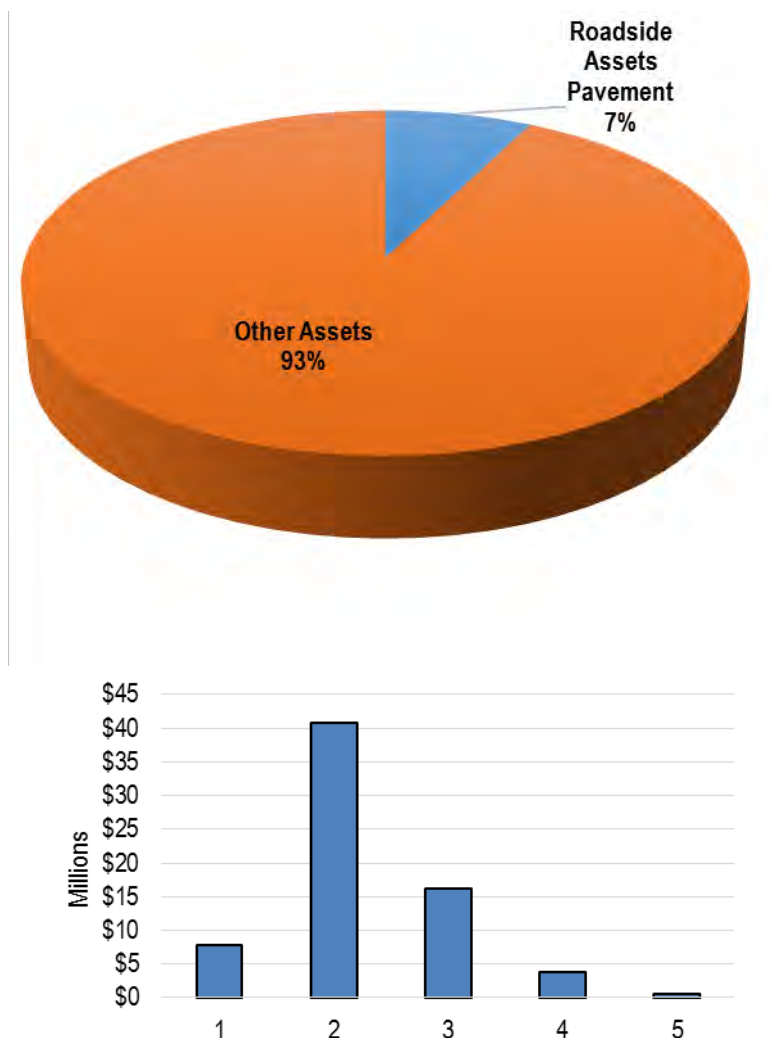
- Conflicts and integration with public utility infrastructure – all of who have statutory powers to use public road reserves.
- The impacts of street trees on infrastructure – physical damage as the trees grow, and impeding street lighting and clear sight lines for safety surveillance and traffic
- Integration with the road pavement for traffic and parking
- Many streets do not have a paved footpath, on current funding it will take well over 20 years to address
- Most of the footpath paving around major town centres has been upgraded to granite, which has increased servicing expectations (e.g. cleaning & gum removal)
- A significant number of streets are narrow with parking, pedestrian and garbage conflicts, as well as truck access
- The road environment is heavily regulated through NSW State legislation.
- Other Council plans and policies
- Urban Forest policy, impacting on the effects of inter-actions with trees
- Footpath Activity policy
- Outdoor Dining policy
- DCP for Macquarie Park , Meadowbank & Town Centres - creation of fine grained roads & upgrade to granite paving with Council owned and operated street lighting on MFP's

- Implement the Bike Plan for sections on road pavements, which also effects on street parking & traffic
- Funding is
- primarily through Council's own sources, but predominantly RMS for bike paths.
- Biased to adding new footpaths

## How much do we need to look after these assets?

To sustain service levels and manage risk infrastructure renewal must be adequately funded. The Asset Plan discusses this challenge and identifies that the current funding will be insufficient for the longer term.

At present roadside assets represent a major portion of the assets we manage. Without renewal being undertaken when needed a decline in service and an increase in associated risks will occur.

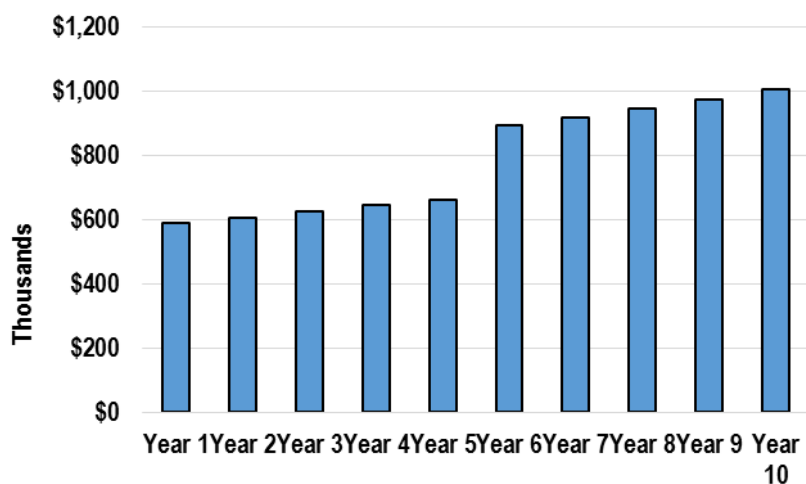


Although in the short term the renewal of assets in poor and very poor condition (Condition 4 and 5) can be managed, as the majority of the assets continue to age and decline, the financial capacity to manage more significant renewals is inadequate.



In order to address this challenge City of Ryde proposes to apply for approval for a rate increase introduced progressively over 4 years. This increase is sufficient to support a long term financial strategy of renewing roadside assets when required, and will enable those assets currently rated as Condition 4 and 5 to be renewed over the next 10 years as shown in following “graphical” estimate.

### Roadside Assets – Requirements for Renewal of Condition 4 and 5



Sub Plan	Year	Maintenance \$'M	Operations \$'M	Renewal \$'M	Expansion \$'M	Total \$'M
Roadside and Public Space	2015	0.60	4.12	1.97	1.17	7.85
Roadside and Public Space	2016	0.66	4.32	1.45	1.18	7.61
Roadside and Public Space	2017	0.69	4.51	1.84	1.90	8.93
Roadside and Public Space	2018	0.72	4.75	1.74		7.21
Roadside and Public Space	2019	0.74	4.89	1.79		7.42
Roadside and Public Space	2020	0.76	5.03	1.84		7.63
Roadside and Public Space	2021	0.78	5.18	1.89		7.84
Roadside and Public Space	2022	0.79	5.33	1.95		8.07
Roadside and Public Space	2023	0.81	5.48	2.00		8.30
Roadside and Public Space	2024	0.84	5.64	2.06		8.54
Roadside and Public Space	2025	0.86	5.80	2.13		8.79
Roadside and Public Space	2026	0.89	5.97	2.19		9.04
Roadside and Public Space	2027	0.91	6.14	2.26		9.30
Roadside and Public Space	2028	0.94	6.31	2.32		9.57
Roadside and Public Space	2029	0.96	6.49	2.39		9.85
Roadside and Public Space	2030	0.99	6.68	2.46		10.14
Roadside and Public Space	2031	1.02	6.87	2.54		10.43
Roadside and Public Space	2032	1.05	7.07	2.61		10.74
Roadside and Public Space	2033	1.08	7.28	2.69		11.05
Roadside and Public Space	2034	1.11	7.49	2.77		11.37

## **What Council is proposing to do**

### **Next 4 years – Without an SRV**

- Continue maintenance and cleaning to available budget
- Priority for footpath and roadside infrastructure repairs to locations identified in Councils audit with a condition rating of 5
- Over the 4 years, this would Replace small sections totalling 5,000m2 over 500 locations
- Bus stops retrofits for disability standards compliance (complete by 2022)
- Progressively add seats at bus stops

### **Next 4 years – With the 7% SRV**

- Program to replace all roadside assets with a condition rating of 5 and many of those in condition 4.
- Over the 4 years, the SRV would see in addition :
  - replacing extra and larger sections totalling 6,000 m2 over 500 locations across the City
  - Replacing some roadside furniture such as rusting guard rails and fencing in 20 locations across the City
- Progressively retrofit complying kerb ramps for crossing near intersections

### **Longer term – to 10 years, to 25 years**

- Continue the same as the first 4 years

### **Through other means - DCP, VPA's, S94, LDA consents**

- Acquire the upgraded public domain works through the developer contribution process in accordance with the DCP for Macquarie Park and other centres.

### **Govt agencies**

- Continue to apply for funds and construct regional bike SUP's

## Basic information about these assets

Type	Quantity	Condition based repairs needed #	Comments	End Of Life Intent
Footpaths	448km, 5.3M m <sup>2</sup> .	<ul style="list-style-type: none"> <li>2490 total</li> </ul>	<ul style="list-style-type: none"> <li>Audit of 1/8 city area recorded 830 footpath and kerb repair items, indicating about 6,000 in total across the city.</li> <li>30% by number caused by tree root uplift</li> </ul>	<ul style="list-style-type: none"> <li>Replace like for like</li> </ul>
	An estimated 40,000 driveways	<ul style="list-style-type: none"> <li>\$0.25M condition 4</li> </ul>		
Bus shelters Seats	<ul style="list-style-type: none"> <li>227</li> <li>Approx. 130</li> </ul>	<ul style="list-style-type: none"> <li>165 Shelters provided under contract arrangement (Adshel)</li> </ul>		<ul style="list-style-type: none"> <li>shelters replace @ 20yr contract end in 2108.</li> <li>seats by Council?</li> </ul>
Bins Bollards Fencing Signage	<ul style="list-style-type: none"> <li>Unknown</li> <li>Unknown</li> <li>Unknown</li> <li>Approx. 5000</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Street Lighting	Approx. 7,800 lamps	Repairs done by Energy Australia on reporting and through maintenance programs	<ul style="list-style-type: none"> <li>Most owned and maintained by Energy Australia.</li> <li>67 by Integral @ Eastwood</li> <li>Council pays charges set by AER</li> <li>Council fully responsible for MFP's, inspections &amp; bulbs replaced at 6 month intervals only</li> </ul>	<ul style="list-style-type: none"> <li>AER</li> <li>MFP's replace like for like</li> </ul>
	301 MFP's owned by Council	Recently inspected and all repairs done and non-working lamps replaced		
Wharves, Jetties, Pontoons	2	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Unknown</li> </ul>
Street Trees & shrubs	Estimated between 10,000 to 16,000	<ul style="list-style-type: none"> <li>Records on individual trees not viable on manual methods, not collected to date</li> </ul>	<ul style="list-style-type: none"> <li>Can't replace into same location.</li> <li>Time an additional factor for replacement to grow to maturity</li> <li>Inappropriate species e.g. Camphor Laurels roots lifting footpaths, natives &amp; branch drop</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
Bridges & Tunnels	<ul style="list-style-type: none"> <li>1 road (bailey)</li> <li>25 pedestrian (timber)</li> <li>1x tunnels (west Ryde)</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>RailCorp interface agreements confirmed none are council</li> <li>Devlin St pedestrian bridges and tunnels by Top Ryde shops under lease</li> </ul>	<ul style="list-style-type: none"> <li>unknown</li> </ul>

# Notes:

## Examples of Issues & Condition ratings

Trees obstructing street lighting



Trees obstructing street lighting



Trees uplifting footpaths



Condition 3



Condition 4



Condition 5





## Schedules

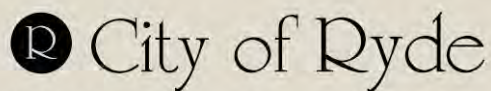


Condition Rating	Number of Defects	Amount in SQM	% of Total Footpath Network
<span style="color: green;">●</span> 3	17,143	40,864	7.8 %
<span style="color: yellow;">●</span> 4	7,458	17,555	3.3 %
<span style="color: red;">●</span> 5	1,138	3,590	0.7 %

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# **CITY OF RYDE**

## Ryde Aquatic Leisure Centre (RALC) Asset Plan

Includes indoor courts and site facilities.

November 2014

Version 2.0

## What is the service provided by these assets

### Aquatic

- All weather facility for swimming as a sport and recreational activity
- A facility to support local clubs and groups to participate in regional to national aquatic based competitions

### Associated Courts

- Indoor courts for hire and competition use
- Leverage to attract for crossover activities, shared overheads

### Site

- Car parking & landscaping

## Issues over the life of these assets

- The aquatic components have a shorter life span than the structural, and the nature of the environment (chlorinated water and vapour) increases corrosion
- The predictability of the life and replacement of major components is difficult
- Needs to operate as a business with cost neutrality including capital replacement, otherwise reduces other Council assets/services
- Needs to stay contemporary, competitive against all leisure activity choices
- Future recreation trends, water and safety standards, environmental standards
- Surf attraction facility has an unknown commercial or physical life
- Dealing with the ultimate replacement of the centre distorts Councils overall finances due to the accumulated funded depreciation or eventual borrowing - of the order of \$35M on current value

## Options for Levels of Service

- The things that Council can change that affect the overall cost and nature of the service :
- Staying competitive / contemporary, investing in facilities e.g. surf attraction
- Water temperature
- Hours of opening

## Where are we now? (Current State)

- Contemporary standard aquatic facility with no outstanding maintenance
- steady state operation and maintenance
- the business is well balanced and self-funding for operating costs EXCEPT capital replacement

## Key considerations & Challenges

- Governance – allowing centre to run on business basis to be cost neutral to Council including capital
- The high value filtration and treatment systems can have unpredicted failures
- Staying competitive / contemporary, investing in facilities e.g. surf machine



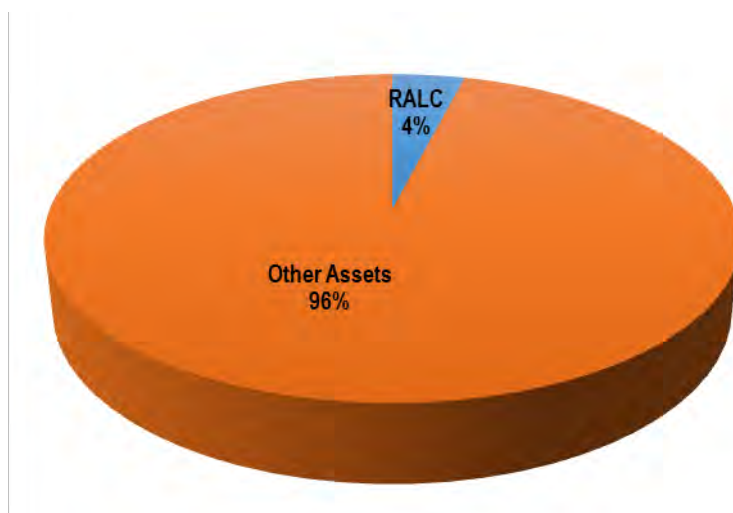
- The facility is 12 years old, which is over 1/4 way through its life cycle. At present the replacement reserve is far less than required pro-rata.
- Paid by Olympics and other sources, Council will need to plan for replacement using own funds
- Future recreation trends, water and safety standards, environmental standards
- the income is heavily dependent on learn to swim programs
- obligations to polo for regional/metro/national due to Olympic funding
- managing all the existing contract arrangements

## How much do we need to look after these assets?

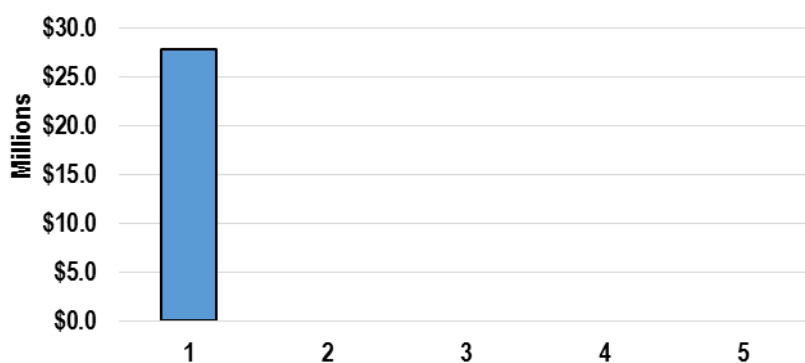
To sustain service levels and manage risk infrastructure renewal must be adequately funded. The Asset Plan discusses this challenge and identifies that the current funding will be insufficient for the longer term.

At present the assets at the Ryde Aquatic and Leisure Centre represent an important portion of the assets we manage. Without renewal being undertaken when needed a decline in service and an increase in associated risks will occur.

### Infrastructure Proportion – Ryde Aquatic & Leisure Centre



### Condition Profile – Ryde Aquatic & Leisure Centre



Sub Plan	Year	Maintenance \$'M	Operations \$'M	Renewal \$'M	Expansion \$'M	Total \$'M
RALC	2015			0.80		0.80
RALC	2016			0.82		0.82
RALC	2017			0.85		0.85
RALC	2018			0.87		0.87
RALC	2019			0.90		0.90
RALC	2020			0.92		0.92
RALC	2021			0.95		0.95
RALC	2022			0.98		0.98
RALC	2023			1.01		1.01
RALC	2024			1.04		1.04
RALC	2025			1.07		1.07
RALC	2026			1.10		1.10
RALC	2027			1.14		1.14
RALC	2028			1.17		1.17
RALC	2029			1.21		1.21
RALC	2030			1.24		1.24
RALC	2031			1.28		1.28
RALC	2032			1.32		1.32
RALC	2033			1.36		1.36
RALC	2034			1.40		1.40

At present these assets have been assessed at Condition 1. Although in the short term renewal can be managed, as the majority of the assets continue to age and decline, the financial capacity to manage more significant renewals will be important.

In order to address this challenge, City of Ryde proposes to apply for approval for a rate increase introduced progressively over 4 years. This increase is sufficient to support a long term financial strategy that will assist in the renewal of the aquatic centre assets when required.

## What Council is proposing to do

### Next 4 years

- Build Surf attraction facility and additional function rooms and amenities
- Continued maintenance & operation
- Replace remaining air handling system

### Longer term – to 10 years, to 25 years

- Continued maintenance & operation
- upgrade & refurbish in line with the RALC business plan, mainly the change in facilities in the next 10 years
- deal with early corrosion due to original air handling equipment design

## **Through other means - DCP, VPA's, S94, LDA consents**

- Nothing envisaged

## **Govt agencies**

- Nothing envisaged

## **Basic information about these assets**

### Training and Program Pools

- 50m indoor Olympic pool with moveable boom (creates 2 x 25m)
- 25m indoor pool
- warm water program pool

### For Kids (... of all ages)

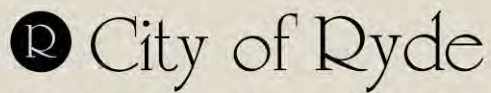
- 40m wave pool
- children's wading pool
- bubble whirl pools
- Rapid River
- 56m giant water slide

### Indoor Sports

- 2 x multi-use courts
- (available for basketball, volleyball, netball, badminton, soccer or as vacant/non-specified setup)

### Other Facilities

- steam room
- sauna
- spa



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# **CITY OF RYDE**

## Stormwater Asset Plan

Road drainage, water quality devices, waterways.

November 2014  
Version 2.0

## What is the service provided by these assets

- Underground conduits (mainly pipes) minimise surface flows in lesser rainfall events for amenity and traffic safety
- Also allows use of land of gullies and creeks that are filled in
- Devices capture material to be kept out of receiving waters, e.g. leaves, litter
- capture and re-use stormwater runoff to reduce demand on treated drinking water, called water sensitive urban design or WSUD)
- The underground conduits represent the “minor” component of the system, and surface flow routes along the lie of the land (gullies, old creek lines etc.) represent the “major”

## Issues over the life of these assets

- Failure is usually either by crushing or collapse of older (80+ years) conduits which are often un-reinforced concrete, earthenware or brick.
- For the last 50 years or so reinforced concrete has been used with improved laying techniques, giving very long expected life, in excess of 100 years
- Intrusion and obstruction by utilities laid at the same depth can occur, and requires reconstruction and deviations to resolve.
- Obstruction by tree roots can sometimes be fixed by bore cutting, but in severe cases requires excavation & replacement
- Funding is primarily through Council's own sources, with the stormwater levy used for works that have an environmental benefit as well.
- Once pipes are installed, the land over the pipelines is often developed or used in ways at risk of damage by the major surface flows, or having to dig up the pipelines for repair or replacement.
- The extremely long life of the assets with relatively low maintenance for newer construction means the acquisition of assets when funded by other parties provides a good return to the community.
- Water quality improvement devices have very high operating costs to clear and dispose of collected material.
- These operating costs cannot be funded by the stormwater levy.

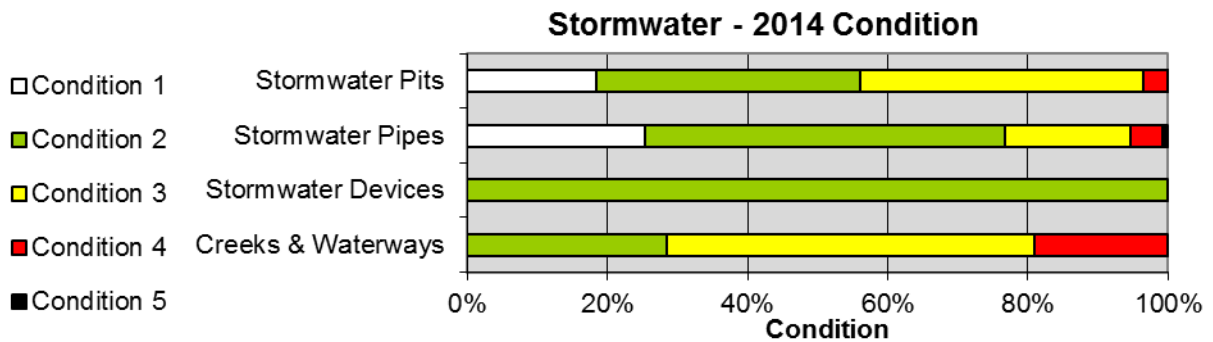
## Options for Levels of Service

- The things that Council can change that affect the overall cost and nature of the service are:
  - The proportion of storm event flows that are in the underground conduits rather than flowing over the surface routes
  - Replacing based primarily on user risk relating to physical condition rather than capacity & flooding problems

## Where are we now? (Current State)

- Most capital funding is directed to projects that deal with properties that experience flooding, or infill sections to allow developments to connect to a pipe rather than surface discharge
- Large backlog of pits and sections of pipe that have been identified as requiring repair and replacement based on condition.

- A large number of water quality improvement devices have been installed in recent years, increasing the relative proportion of maintenance and operating costs allocated to these.
- Major projects such as Eastwood railway culvert are so expensive that Council is unlikely to ever fund them.
- Large scale replacement projects are similarly unlikely.
- Having to divert funding from other sources to operate the water quality improvement devices



## Key considerations & Challenges

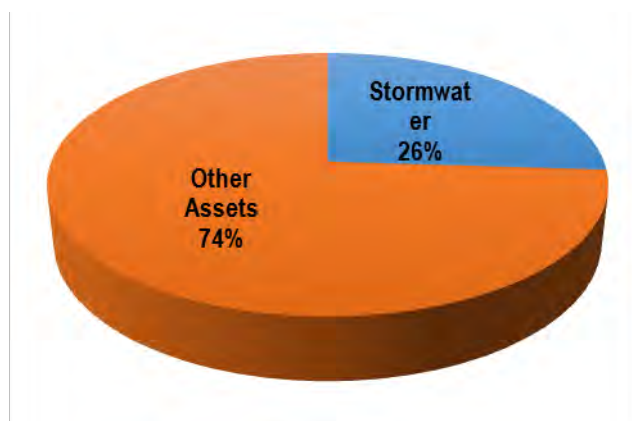
- These assets are mainly buried assets and not readily accessible. Maintenance and repair for physical deterioration in most cases requires excavation and replacement.
- Leaf litter can block inlets – regular street sweeping is done to minimise this.
- Lack of public understanding of stormwater often results in actions that compromise the functioning of parts of the system
- Council is not responsible for the sections of underground pipe under State roads and the railway line
- Improvements upstream are ineffective without corresponding improvements by other parties and often at larger cost.
- Most pipelines are based on maximising flow capacity rather than water sensitive urban design (WSUD requires capturing and treating materials from the large and fast flowing quantities of stormwater). Space and land at the lower end of catchments are required for WSUD which is not readily available within urban areas. Capturing and treating materials from the large and fast flowing quantities of stormwater is expensive, and requires land for devices that slow and detain water flows
- Expectations over the decades and particularly the last 15 years have increased for the balance of flows to be in the minor (underground) components, whereas experience is showing the capacity of this is much lower than what was designed when built and major (surface flow) is often experienced.
- The expansion of the number of and dependence on private On Site Detention storages to retain the current capacity of the network
- Most significant flooding problems are known through catchment flood studies. New problems normally emerge from actions of property owners modifying their property, especially with residential developments and where private certification is involved.

## How much do we need to look after these assets?

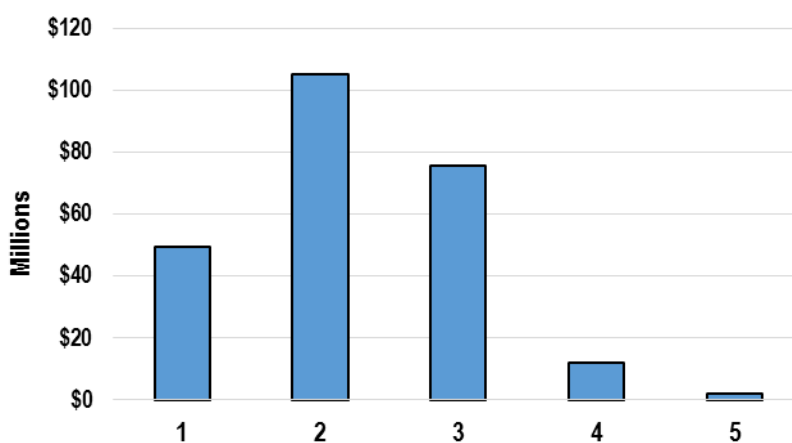
To sustain service levels and manage risk, infrastructure renewal must be adequately funded. The Asset Plan discusses this challenge and identifies that the current funding will be insufficient for the longer term.

At present stormwater assets represent a substantial portion of the assets we manage. Without renewal being undertaken when needed a decline in service and an increase in associated risks will occur.

**Infrastructure Proportion – Stormwater**



**Condition Profile – Stormwater Drainage**

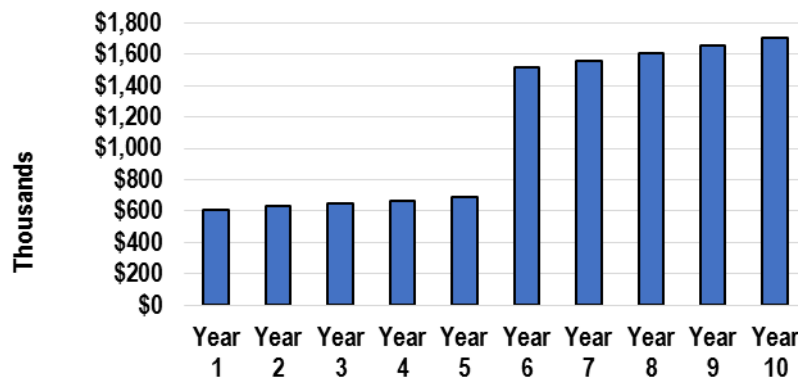


Although in the short term the renewal of assets in poor and very poor condition (Condition 4 and 5) can be managed, as the majority of the assets continue to age and decline, the financial capacity to manage more significant renewals is inadequate.

In order to address this challenge City of Ryde proposes to apply for approval for a rate increase introduced progressively over 4 years. This increase is sufficient to support a long term financial strategy of renewing stormwater drainage assets when required, and will enable those assets currently rated as Condition 4 and 5 to be renewed over the next 10 years as shown in following “graphical” estimate.



## Stormwater Drainage – Requirements for Renewal of Condition 4 and 5



Sub Plan	Year	Maintenance \$'M	Operations \$'M	Renewal \$'M	Expansion \$'M	Total \$'M
Stormwater	2015	0.10	2.89	1.61		4.59
Stormwater	2016	0.10	3.01	1.66		4.77
Stormwater	2017	0.10	3.08	1.71		4.89
Stormwater	2018	0.11	3.20	1.76		5.06
Stormwater	2019	0.11	3.27	1.81		5.19
Stormwater	2020	0.11	3.40	1.87		5.38
Stormwater	2021	0.11	3.48	1.92		5.51
Stormwater	2022	0.12	3.62	1.98		5.71
Stormwater	2023	0.12	3.72	2.04		5.88
Stormwater	2024	0.12	3.84	2.10		6.06
Stormwater	2025	0.13	3.95	2.16		6.24
Stormwater	2026	0.13	4.07	2.23		6.43
Stormwater	2027	0.14	4.19	2.30		6.62
Stormwater	2028	0.14	4.32	2.36		6.82
Stormwater	2029	0.14	4.45	2.44		7.02
Stormwater	2030	0.15	4.58	2.51		7.23
Stormwater	2031	0.15	4.72	2.58		7.45
Stormwater	2032	0.16	4.86	2.66		7.68
Stormwater	2033	0.16	5.00	2.74		7.91
Stormwater	2034	0.17	5.15	2.82		8.14

## What Council is proposing to do

### Next 4 years – without an SRV

- Projects listed in the 4 year Delivery Plan, which have been listed in previous plans. Over the 4 years, this would be :
  - Replace 25 sections of stormwater drain where condition and overflows are a problem

- Continue with program of CCTV inspection of network, to find condition and problems such as obstructions (tree routes and unauthorised pipe connections or crossings).
- Repair, replace non-functioning sections of pipe and inlets, remove intrusions

### **Next 4 years – with a 7% SRV**

- Replace pits and sections of pipe on a condition basis with priority to lines where roadworks are occurring above, through private property, and downstream of sag locations
- Over the 4 years, the SRV would see in addition :
  - Replace an extra 500m of older trunk drains and damaged sections

### **Longer term – to 10 years, to 25 years**

- Continued maintenance & re-engineering to resolve problems, similar to first 4 years
- Continue to repair, replace and keep underground pipes clear and functioning

### **Through Others means - DCP, VPA's, S94, LDA consents**

- Require developers to provide drainage to the DCP requirements

### **Govt agencies**

- Seek grants when available for major projects that deal with flooding (capacity) issues, particularly Eastwood.

- Basic Information About These Assets

Component	Comments
246 km underground conduits	The RMS is responsible for pipelines running along and under State Roads and the M2. Historically the RMS is only concerned if drainage impacts on traffic
11,116 inlets / pits	
38 Gross Pollutant Traps	The purpose is to catch litter and larger pollutants before it reaches the downstream estuary / river. Clearing is done intermittently after inspection to determine if needed.
0 leaf collection inlets	
472 Properties	Council does not keep a register of easements on private lands where pipes pass underneath. With many older pipelines, there are not easements, agreement having been reached with previous owners under the provisions of the legislation current at the time.
Condition information from CCTV inspection	A city wide program was conducted in the early 1990's. Updating was commenced in 2007 on a progressive basis, and to date has covered about 11% pa of the network, along with repeats of known problem areas (e.g. tree roots keep intruding)
10 Detention Basins	
9 Wetlands	

## Examples of Devices and Issues

Example of intrusions into pipes & blockages



Pit inlets



Detention Basins

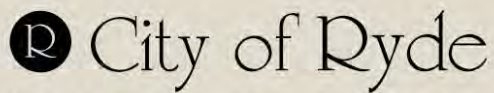


Example



Water Quality devices





Lifestyle and opportunity

@ your doorstep



# **CITY OF RYDE**

## Traffic Control Facilities Asset Plan

For the control of traffic and on street parking.

November 2014  
Version 2.0

## What is the purpose of these assets

- Traffic & pedestrian safety
- Delineating the use of road pavement
- Directing traffic and access to streets around the road network
- On street Parking control

## Issues over the life of these assets

- The two main types of assets are devices such as roundabout islands, medians and platforms, and control items such as signs and line marking.
- The RMS is responsible for traffic controls (including signs), and allows Council to provide them under delegation and administrative rules. Any change to their configuration or removal requires Local Traffic Committee approval.
- The reflective surface of signs required for night time legibility fades when sign blades face toward the sun, with certain colours fading faster than others. Many signs don't meet reflectivity standards after about 8 to 10 years.
- The large number of signs makes it impractical to record each sign, and cyclic replacement planning is difficult.
- Estimated about 10,000 signs, with about 2,000 being street names
- The RMS contributes annually to the cost of maintenance of signs and line marking

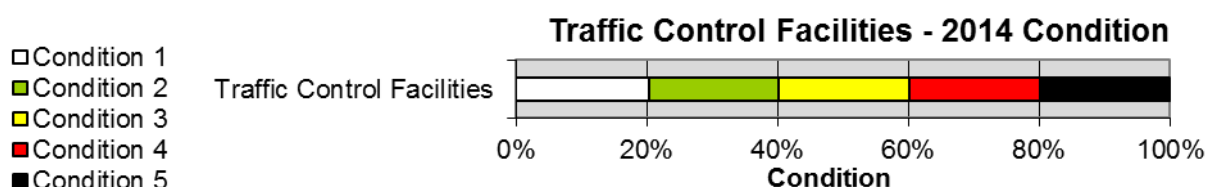
## Options for Levels of Service

The things that Council can change that affect the overall cost and nature of the service:

- Maintenance for physical condition
- Frequency of inspection to check for graffiti and damage/removal
- Amount of information kept on signs and associated controls
- the initial choice of and configuration of control devices
- Materials used in devices and controls
- Extent and type of landscaping in devices
- Frequency of landscaping maintenance

## Where are we now? (Current State)

- Upkeep of landscaping is at a lower standard then frequently requested, being only when it interferes with the functioning of the facility
- The number of devices and controls continues to grow through developer contributed works to deal with increased traffic flows and manage parking conflicts as well as through RMS grants for safety related works
- RMS contribution to maintenance is not adequate to meet maintenance needs, with Council funding the difference





## Key considerations & Challenges

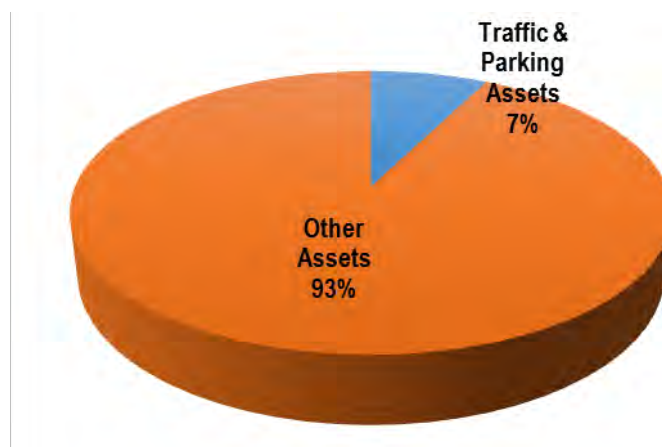
- Main value to the public is the behaviour of traffic and parking created / reinforced by the controls
- Signs are numerous and have a relatively short life, managing their logistics is resource intensive
- Maintenance and legibility of the signs is essential to allow enforcement of the control designated
- Other Council plans and policies
  - Permit parking policy
  - Enforcement of Parking policy Statement

## How much do we need to look after these assets?

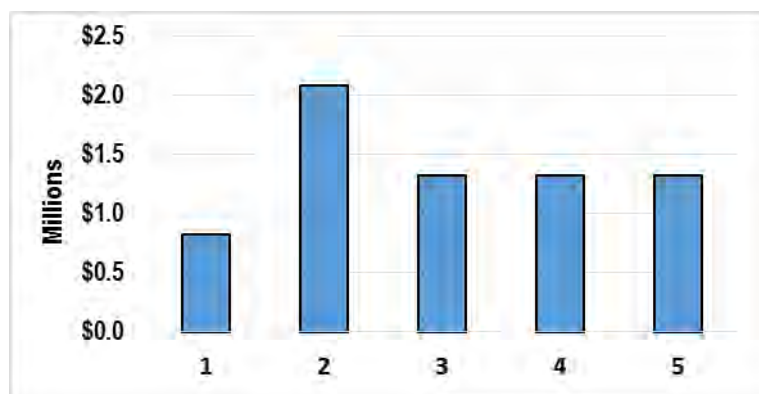
To sustain service levels and manage risk infrastructure renewal must be adequately funded. The Asset Plan discusses this challenge and identifies that the current funding will be insufficient for the longer term.

At present traffic and parking assets represent an important part of the assets we manage. Without renewal being undertaken when needed a decline in service and an increase in associated risks will occur.

**Infrastructure Proportion – Traffic Control Facilities**



**Condition Profile – Traffic Control Facilities**

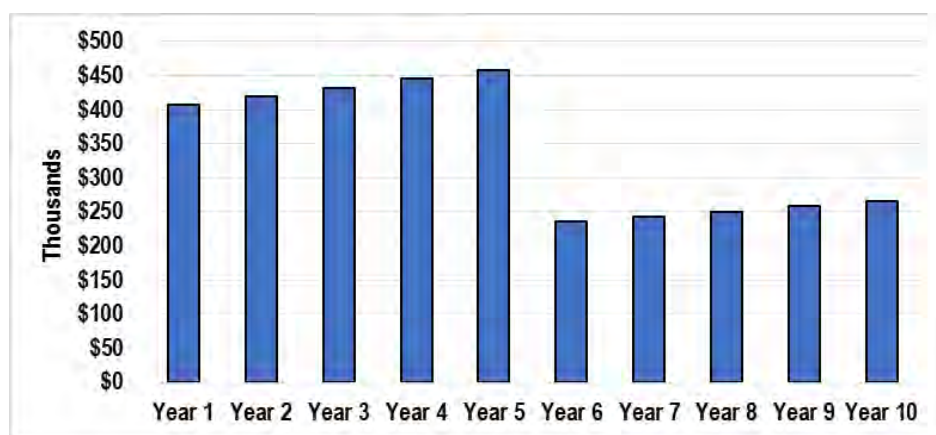




This condition profile is based on extensive data collection. Although in the short term the renewal of assets in poor and very poor condition (Condition 4 and 5) can be managed, more significant renewals in the future will be required.

In order to address this challenge City of Ryde proposes to apply for approval for a rate increase introduced progressively over 4 years. This increase is sufficient to support a long term financial strategy of renewing traffic and parking assets when required, and will enable those assets currently rated as Condition 4 and 5 to be renewed over the next 10 years as shown in following “graphical” estimate.

### **Traffic Control Facilities – Requirements for Renewal of Condition 4 and 5**



## **What Council is proposing to do**

### **Next 4 years – without an SRV**

- Rationalise and reduce the number of signs required to enforce parking requirements, when signs need replacement
- Continue to replace faded and damaged signs, worn line marking based on available budget
- Priority for those required to enable regulatory enforcement or traffic safety is an issue
- Progressively record parking restriction controls in the mapping system

### **Next 4 years – with a 7% SRV**

- Replace signs and line marking that is condition 5 and 4, and to ensure legibility and reflectivity on a programmed basis

### **Longer term – to 10 years, to 25 years**

- Continued maintenance of signs, line marking and devices

### **Through other means - DCP, VPA's, S94, LDA consents**

- Acquire the upgraded traffic controls associated with development consents and roads, cycleways public domain works through the developer contribution process in accordance with the DCP for Macquarie Park and other centres

### **Govt agencies**

- RMS is the only government agency likely to be involved

- Basic information about these assets – the inventory of these and parking zones with associated signage is being updated in 2014/15 to align with the systems for other asset types and confirm the number of items

Control Type		Number
Roundabouts		
Road Closures		
Speed Control Devices	Horizontal	
	Vertical	total <ul style="list-style-type: none"> <li>• major (platforms)</li> <li>• minor (humps)</li> </ul>
Medians		including refuges
Pedestrian Crossings		total <ul style="list-style-type: none"> <li>• major (on speed platform)</li> <li>• painted</li> </ul>
Signs		5,000 estimated regulatory parking & traffic 3,000 estimated street name signs Approx. 1,000 pa are replaced for various reasons, and an additional 300 added pa
Line marking		Unrecorded – cost to record and map disproportionate to value of having. Most markings and can be seen from aerial photograph underlying mapping system.
Parking zone controls		The approved control regimes that are marked by signs are in the process of being recorded on the mapping system.

# Legend

## Examples of Issues & Condition ratings

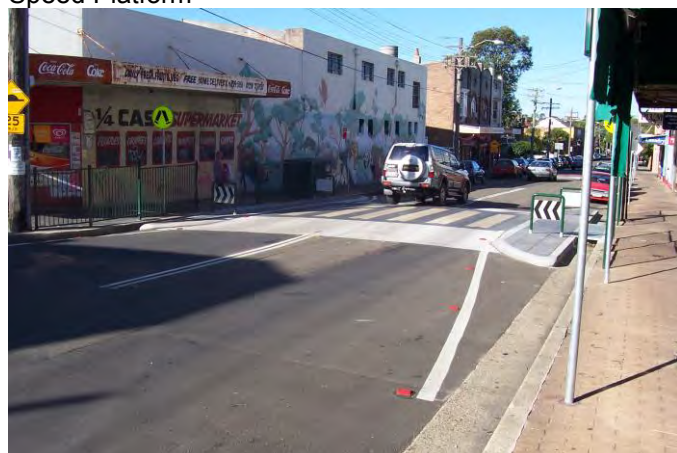
Speed Hump



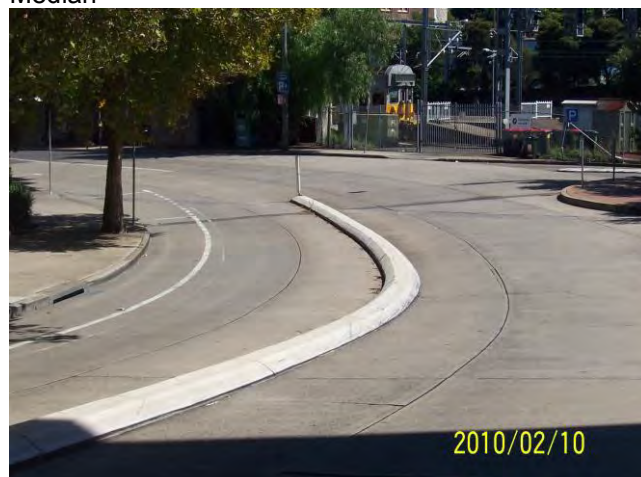
Roundabout



Speed Platform



Median



Pedestrian Crossing



Road Closure





Half road Closure



Kerb Extensions



Traffic Regulatory & Advisory Signs



Trial of "hump less" speed hump



Pedestrian refuge



Splitter island





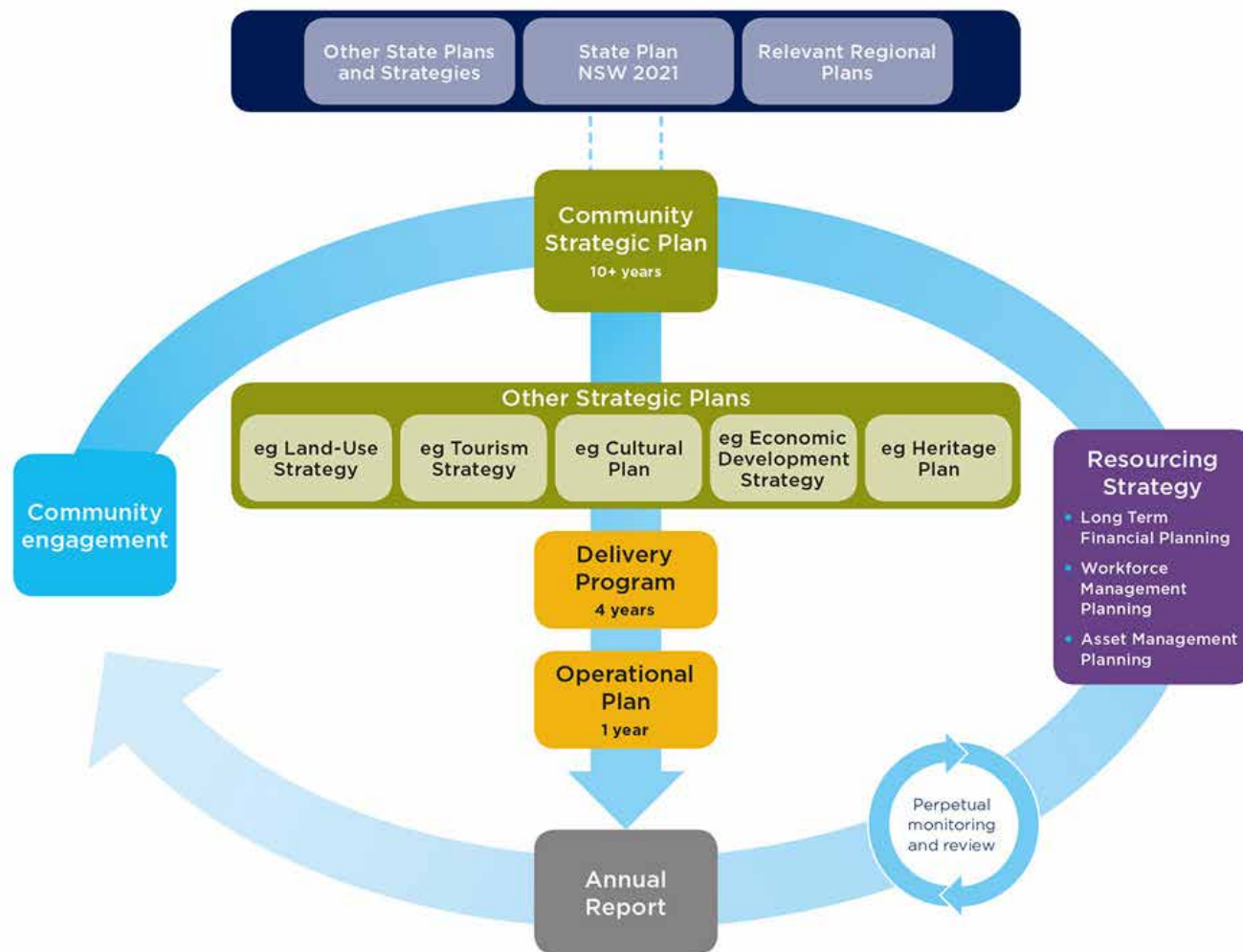
# **CITY OF RYDE**

## Workforce Plan 2014-2024

Outlining how City of Ryde will deliver best value services to our community through a workforce that has the right skills, motivation and commitment.

# Contents

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This Diagram 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.

As outlined in each of the three documents comprising City of Ryde's Resourcing Strategy, continual review of these plans will be required to ensure that at all times 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 our customers.

It should be noted that this document does not cover the response to the Community Strategic Plan by the Not-For-Profit (NFP) Sector, Business or Government.



# Introduction

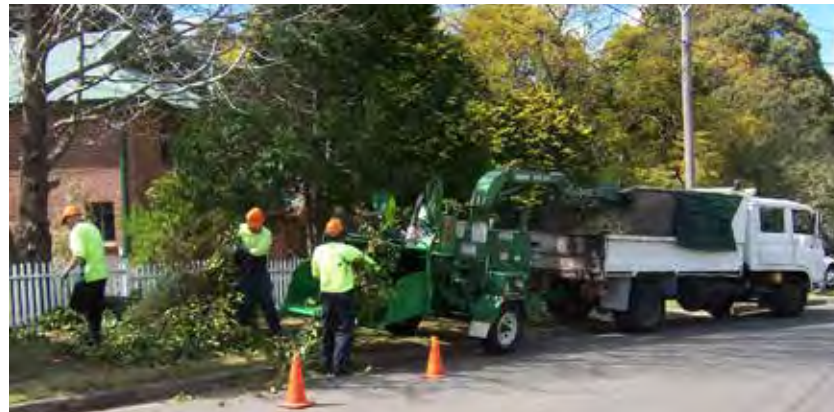
## Workforce Plan

The City of Ryde's Workforce Plan serves the purpose of outlining how Council will deliver 'best value' services to our community by ensuring we have the right people in the right jobs at the right time. In order to achieve a best value model of service delivery from a human resource perspective, it is imperative to understand and emphasise the fine balance between employee engagement (to achieve optimum productivity) and cost containment.

Whilst the achievement of cost containment can be readily achieved, if this is not managed well, the result can be poor engagement of staff and therefore low productivity and poor outcomes.

This document examines the measures taken by Council to carefully monitor both staffing costs and employee engagement, against a backdrop of community engagement and customer satisfaction levels.

In order for Council to be able to deliver a genuine best value service to our community, all three requirements (customer satisfaction, employee engagement and cost containment) must be met and continuously monitored and refined to meet the changing needs of both our customers and our workforce.



## Chapter 1: Where are we now?

### Our Workforce Profile

The City of Ryde Executive Team is led by the General Manager and comprises five groups:

- Community Life
- Public Works
- Environment and Planning
- Corporate Services
- Office of the General Manager

We have 18 service units that deliver services and projects across these five groups.

In order to deliver over 159 services, including both services direct to the community and internal services to support our organisation's community service delivery, we employed 433 Full Time Equivalent (FTE) staff as at 30 September 2014. This consists of approximately 390 Full Time employees, 70 Part Time employees and a varying number of casual staff, dependant on our operational requirements.

We also employ contractors for various works, including concreting, road marking, cleaning, waste removal and recycling, footpath construction and plumbing.

Our casual employees are largely employed by the Ryde Aquatic Leisure Centre (RALC), in our Community and Culture unit and in our Libraries. We utilise a casual workforce in these areas as much of the work is seasonal, such as the vacation care programs during school holidays and the increased patronage at the RALC over summer. This allows us to adapt to changing demand and target resources where they are needed most. We acknowledge that casual employees will be an ongoing requirement for our workforce, particularly in these areas, however, as they are a transient workforce, they have been excluded from the data and analysis in this Workforce Plan.

### Our services

Our organisation provides over 159 different services to the community, including direct services such as Development Application (DA) approvals, provision of libraries and halls, maintenance of sporting grounds and parks, repair and maintenance of roads and footpaths, waste collection and disposal, regulatory monitoring and immunisation services.

City of Ryde also provides a number of activities that add benefit to our community such as land use planning, environmental sustainability planning and the development of social policy and planning.

Both the direct services and the value adding strategic planning services for our City are supported by 60 internal services necessary to run our business. This requires a diverse range of skills and professions, including civil engineers, urban planners, community workers, accountants, IT professionals, librarians and administration workers, arborists, LIS mappers and environment specialists.

We employ engineers and other specialists in our Public Works area and these employees are engaged in highly specialised roles in the design and building of council roads, drainage systems and traffic infrastructure. They are supported by our trades staff with our assets currently valued at \$2.56 billion (inclusive of land assets).

Our team of Urban Planners are responsible for shaping our City's neighbourhoods and town centres. Our Town Planners assess compliance with planning instruments, and our health and building inspectors and rangers regulate our services, all in accordance with State Government legislation.

Our Community Life group provides a diverse range of services to support our community's demand for recreation, culture and wellbeing.

Staff employed in this area have a broad range of skills and qualifications and require strong interpersonal skills.

Our libraries employ qualified librarians, assisted by additional staff, to ensure that our library services are well managed and support our diverse community with an equally diverse collection and set of programs.

Our internal services are delivered by professionals in finance, human resources, information technology, customer service and risk management.

We deliver services seven days a week as well as outside normal working hours for some services, such as emergency response, libraries, the Ryde Aquatic Leisure Centre (RALC), and ranger services.

### What do our people cost?

In 2013/14 our organisation had a budgeted workforce labour cost of \$36.26M. Direct staff costs have been increasing in accordance with the CPI and Award increases on an annual basis.

With an increased focus on management of our operating costs, and in particular, increased scrutiny regarding all recruitment decisions, we have been able to reduce our labour costs by approximately \$1.5M and have elected not to replace 14 positions.

Three workforce planning scenarios were assessed in developing this Workforce Plan that will feed into our Long Term Financial Plan (LTFP), ensuring we can fund any increases in growth of Council's services.

We maintain some flexibility in our workforce mix (and costs) by using contractors and agency staff in areas where we need to gear up and down in response to the rise and fall of the property market or the delivery of our changing capital works.

## Chapter 2: Key Principles and Focus Areas for our Workforce Plan

The City of Ryde has committed to delivering on the Community Strategic Plan, and we will do that through enacting our Mission, detailed below:

### Our Mission

Our mission is Council's response and commitment to deliver on our vision.

To work with our community and partners to provide strategic leadership, effective projects and quality customer services.

In order to address the five key principles that need to underpin our future workforce, we have identified the ideal characteristics for the City of Ryde workforce and determined focus areas for the next four years that will lead us in the right direction.

The City of Ryde's Business Model is depicted by the image of a bird, as shown right, which also describes and clarifies the terminology that we use to ensure we have a common view on how and why we do things at the City of Ryde.

The tail feathers steer the direction as outlined in the body of the bird (the Community Strategic Plan). The collarbone of the bird (the outcomes framework) links the strategic intent to the organisation's two wings that, when beating in unison, give our organisation the lift it needs to deliver its vision (represented by the head). This business model is unique to the City of Ryde.



*City of Ryde Business Model*

## Principle 1: Financial Sustainability – A Best Value Workforce

The financial sustainability of the City of Ryde is a significant area of focus for us over the next four to ten years. In April 2013, the NSW Treasury Corporation released a report (Financial Sustainability of the NSW Local Government Sector) which indicated that while City of Ryde is currently rated as sound, the future outlook was negative and required significant steps to be taken to bolster the longer term fiscal sustainability of our organisation.

A major focus for Council over the last three to five years has been to examine our internal functions to identify and implement initiatives for cost savings or efficiencies that could be realised with minimal impact on service delivery to our customers.

Many of the identified improvements have been realised through the implementation of technology or systems that ease the administrative inputs required by staff, allowing us to either reduce employee numbers or increase service levels and outputs with the same employee costs.

This continual examination of our workforce and operational structure, along with an assessment of internal processes, has allowed Council to realise significant savings over the last 12 months.

### Doing More With Less

The following are some of the measures taken to date in relation to the management of our workforce which have allowed significant internal cost savings to be realised; thereby improving the value of service delivery to our community.

### Recruitment – Positions Held or Restructured

As mentioned earlier, the increased scrutiny regarding the filling of vacant positions and also the merging of service units to streamline our operations and reduce operating costs, has delivered significant savings in our labour costs. Council has reviewed its organisation structure, held positions, especially key management positions, which have been vacated, resulting in significant savings in salaries and wages. All vacated positions are now considered by the Executive Team to ensure only critical positions are replaced, before approval is given to managers to commence any recruitment activity.

The most significant demonstration of Council doing more with less is the initiative throughout the 2013/14 financial year, to undertake a review of Council's structure, which has resulted in an on-going saving of \$1.5 million.

This result has been achieved by the reduction of Service Unit Manager and other key positions across the organisation which has amounted to 14 positions in total.

In addition, Council is holding the position of Group Manager Community Life, pending the appointment of the new General Manager. This coupled with the above positions will provide for an on-going saving of \$1.8 million from Council's total salary and wages costs.

As part of Council's proposal of a Special Rate Variation (SRV), Council has committed to deliver efficiency savings of \$2.5 million.

In addition to the savings generated in 2013/14, Council has targeted a further \$700K to be achieved by additional staff reductions in 2015, plus new revenue of \$580K.

Council's initiative to reduce employee costs, did not distract the organisation from achieving not only an outstanding financial result for 2013/14, but also delivered 90% of all projects for the year, resulting in the smallest level of carryover projects for some years. In support of the quality of the services provided by Council, a number of customer satisfaction surveys across a range of services was undertaken that demonstrated high satisfaction levels from our community.

“...examine our internal functions to identify and implement initiatives for cost savings.”



## Complaints / Compliments

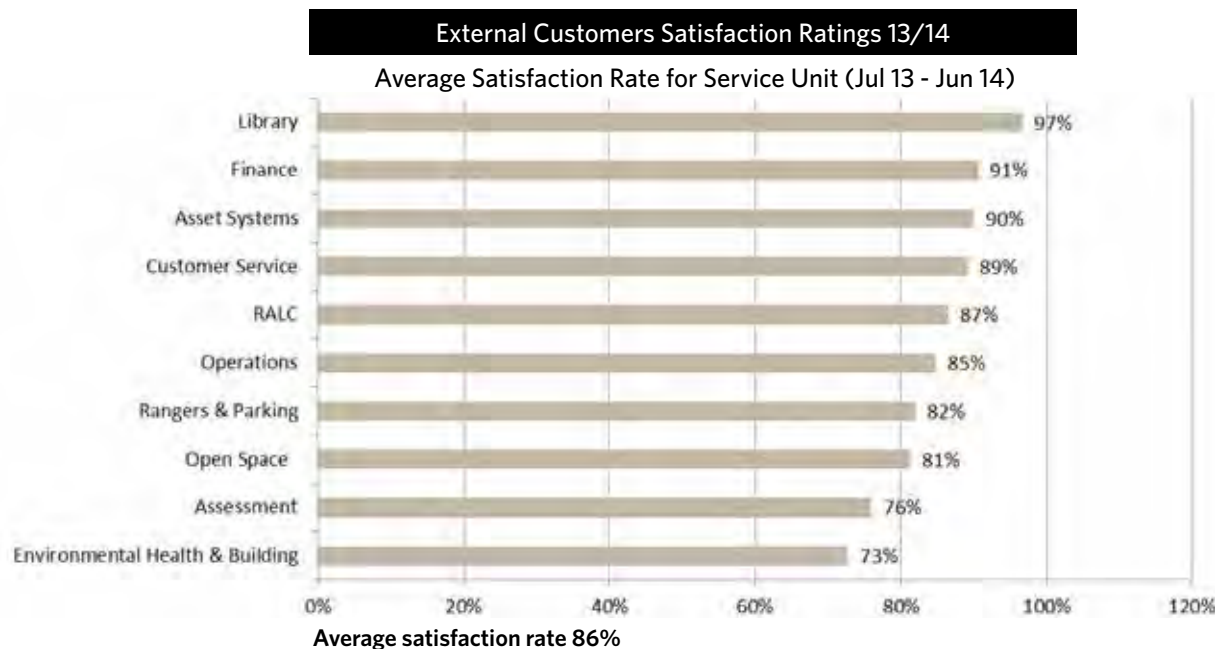
As another measure of the effectiveness of Council's service delivery and customer satisfaction, the City of Ryde has implemented a best practice feedback mechanism for its community and customers.

In 2013/14, Council received a total of 84 complaints and 206 compliments.

Council utilises the feedback and complaints received to drive our continuous improvement process.

## Customer Satisfaction Surveys

In a further demonstration of the efficiencies of Council's service delivery, the City of Ryde undertook a range of customer satisfaction surveys on external services delivered to the community. The results of these surveys are detailed right:



### **Change to Pay Cycle from Weekly to Fortnightly**

In the last 18 months, Council initiated a change in our pay cycle from weekly to fortnightly. The move from weekly to fortnightly payroll processing has allowed Council to realise internal efficiency savings which have in turn meant that payroll staff can produce more useful frequent management reporting regarding vital organisational performance statistics. This has allowed managers to more critically examine and control operating costs and leave liabilities and take the necessary action in addressing any concerns.

### **Change to City of Ryde Salary System**

In 2013/14, Council also reviewed its Salary System, resulting in a reduction in the quantum of increases available to staff. The previous Salary system allowed increases of 5% and 7.5% and now all increases have been reduced to 2.5%. The previous 6 step salary system now has now been modified to 12 steps in each grade, noting, the range within each grade for employees to progress has remained unchanged.

This initiative will significantly reduce the rate of growth in Council's salary and wages costs as well as the increases to leave liabilities and on costs. With salaries and wages being one of

Council's largest expenditure areas, this change has and will continue to have significant positive results for our operating costs into the future.

### **Focus on Reducing Staff Leave Liability**

Through better reporting and monitoring, staff have been directed to take leave at a mutually agreeable time, meaning Council's liability is reduced and the rate at which the leave is taken is not allowed to increase far beyond the rate at which it was accrued. As at 30 September 2014, Council had 90% of staff with less than 40 days annual leave accrued, which is the limit prescribed by the Local Government (State) Award 2014, after which employees can be directed to take leave.

### **Introduction of Online Recruitment System**

In 2013/14 a Best Value Review was undertaken in respect of Council's Recruitment and Selection process. As a result of this review Council implemented the Scout portal for online recruitment.

Through the implementation of this online recruitment system, the time consuming administrative aspects of the process have been automated, meaning Human Resources (HR) staff have been freed up to participate more heavily

in every recruitment activity. This allows HR to provide valuable advice and support to managers which has increased the success of recruitment placements. This will also hopefully reduce the negative impacts of poor recruitment choices in the future. This is an example of how a better service has been provided with a lesser number of staff, with the HR unit reducing its FTE by 0.5 whilst delivering an improved service through the use of technology.



As a result of increased participation by Human Resources staff in this process, the cost average of advertising per position has reduced by 51% in six months and the time to fill a vacant position has reduced by approximately 20 days over the same period.

### **Better Management of Poor Performance**

This initiative not only increases productivity by allowing Council to ensure appropriately skilled staff are engaged to deliver services; but also reduces the time spent by managers and support staff in managing performance which is deemed to be below satisfactory standards.

### **Next Steps**

Whilst the above savings are significant, it is clear that Council is now reaching the limit of the benefits that can be realised through internal savings that can be achieved without impacting service delivery. In order to ensure longer term financial viability, either standards in service delivery will need to decline over time or alternative funding sources will need to be implemented to generate increased revenue.

City of Ryde has recently commenced a community consultation exercise to obtain feedback from our customers about their views regarding current and proposed service levels, within the context of the cost of such service

provision and how it would impact them. The three options presented to the community for comment were as follows:

#### **Option A: Decline in Services**

Based on the approximate 3% rate peg increase, Option A would see no additional increases in rates for the next 4 years. This would mean no additional investment in local infrastructure, facilities or services and would therefore lead to a reduction in service levels and possible cuts in services. The effect this option would have on our workforce would be that staff numbers would be reduced, corresponding to the services that the community and Council decided they no longer wished to fund. Certain positions would be lost through natural attrition as has been the case in recent times, but involuntary workforce reductions would also result. If this were the community's preferred option, further consultation would occur about the types of services that would decline, and this consultation would then dictate the areas in which our workforce would be reduced, and to what extent. This scenario would see no Council funded expansion in services or infrastructure and a reduction in funds available for asset renewals over time; which would then in turn result in moving to increasing maintenance/risk management activities. Essentially, this means that resources over time would be redirected primarily to asset maintenance and risk management. Rate pegging is an ongoing, permanent

increase in rates and over the four years of the proposed SRV period, ending in 2018/2019, the cumulative estimated rate pegging amount will be 12.6% (\$133.58).

#### **Option B: Maintain Services**

This option would see an average annual 7% rate increase for the next 4 years (including the rate peg increase of around 3%), commencing 2015/16. Should this be the preferred option, the result would provide Council with the ability to maintain services at their current levels, and provide additional revenue for renewing and maintaining the City's infrastructure. This option would provide sufficient funding to undertake all renewals, repairs and maintenance needed, in renewing all assets that are rated as "Condition 5" and some assets that are in "Condition 4". This option would result in an increase in Council's Capital Renewal program with a commensurate increase in the size of our workforce. Under this scenario, the areas in which Council would need to add resources include infrastructure planning and design as well as project management and delivery. Under this option, there would be increased investment of our employee resources into the areas of capital renewal and maintenance. This option in effect would allow Council to keep the services we have and maintain existing assets to the standards which our community deems as acceptable.

The 7% increase over four years, commencing 1 July 2015, is proposed to be an ongoing permanent increase with a cumulative gross increase of 31.1%, over the four years ending in 2018/2019, with a net 18.5% increase more than Option A (rate pegging only).

It should be noted that this increase varies depending on the valuation of individual ratepayer properties (as detailed in Council's SRV brochure). The average residential dwelling ratepayer will experience a 28.7% (\$305.35) cumulative increase over the four year period, which results in a net increase of 16.1% (\$171.77) over the four years, after allowing for the 12.6% (\$133.58) of Option A (rate pegging only). This is Council's preferred option.

#### **Option C: Upgrade Services**

This option would result in an annual 12% rate increase for the next four years (including the rate peg increase of around 3%), commencing 2015/16. Should this be the community's preferred option, Council would have sufficient funding to maintain services at their current levels and provide further funding for the renewal of the City's infrastructure. This level of funding would be sufficient to undertake all repairs and maintenance needed, for assets that are rated as "Condition 5" and most assets that are in "Condition 4". Because this option allows for both maintenance of current assets and an increase in renewals, this will result in more significant increases to the size



of Council's workforce, as well as the number of contractors we engage, in order to ensure Council's capacity to carry out the agreed works. This option provides Council with sufficient funding to consider an earlier intervention with respect to the renewal of our assets. This earlier intervention in turn results in reduced maintenance costs and lower risk exposure associated with declining asset conditions at a later date. Due to the scale of increased activity under this option, it is also anticipated that some proportionate increases to support staff in areas such as finance, purchasing and information systems may be required.

The 12% increase over four years, commencing 1 July 2015, is proposed to be an ongoing permanent increase with a cumulative gross increase of 57.4% over the four years ending in 2018/2019, with a net 44.8% more than Option A (rate pegging only).

It should be noted that this increase varies depending on the valuation of individual ratepayer properties (as detailed in Council's SRV brochure). The average residential dwelling ratepayer will experience a 64.4% (\$684.96) increase over the four year period, which results in a net increase of 51.8% (\$551.38) over the next four years, after allowing for the 12.6% (\$133.58) of Option A (rate pegging only).

The above options will provide varying degrees of work to be carried out in the maintenance and renewal of the following asset groups:

- Roads
- Kerb and Gutter
- Footpath
- Other Road Infrastructure
- Stormwater
- Playing Fields
- Playground Equipment
- Community Buildings and Halls

In view of this, it is clear that any changes to the size or composition of our workforce will need to focus on the engagement of staff who are suitably qualified to effectively manage the ongoing maintenance and development of these asset types. This will include design professionals, engineers, labourers and project managers, to name a few.

Options B and C above would undoubtedly result in the need for more resources to deliver the work we commit to doing on behalf of our community. It is important to note, however, that such increases are likely to be a mix of Council staff as well as contractors engaged. Such a model allows Council the flexibility to ensure that at all times the work being delivered to the community delivers the best value for the expenditure

being spent. This approach reflects Council's current service delivery model in the renewal and maintenance of Council's infrastructure assets, with 55% of services in this area delivered by contract labour and the remaining 45% from Council's staff.

Under each of the options above, continual reviews of our workforce and organisation structure against our four year delivery plan and one year operational plan, are required to ensure that irrespective of the community's preferred option, at all times, Council is delivering the best value service to our customers, within the limits of the resources available. Any changes to the size or composition of Council's workforce will be measured and commensurate with the activities committed to the community under our Delivery Plan.

### How Does All This Affect The Way We Plan Our Workforce?

To be financially sustainable, our goal is to build our capacity to finance the workforce adequately, to ensure we are able to attract and retain talent of the highest calibre.

The City of Ryde aspires to:

- Remunerate at the levels required to attract and retain skilled staff
- Optimise staffing levels to provide

the best value services to our community

- Collaborate with our partners to deliver services that are effective, timely and measurable and provide excellent value
- Equip our leaders to drive innovation

Earlier in this document, the notion of balancing cost containment with employee engagement as being imperative for effective service delivery was stated. Principle 1 of this document examines the purely fiscal aspects of managing the workforce, while the remaining principles look at the measures taken to address employee engagement with a view to positively influencing productivity.

All the fiscal constraint measures are of no use if the workforce is culturally disengaged from the organisation and its purpose, thereby reducing the level of value that can be delivered to customers. So, whilst principles 2 to 5 of this document may appear to have a lesser impact on Council's fiscal situation, their less quantifiable value cannot be underestimated.

## Principle 2: Attraction, Retention and Turnover

To help ensure that our organisation meets the diverse needs of the community it is important that we attract and retain the right people to fill specialised roles, and manage our staff turnover, minimising the loss of skills and corporate knowledge.

To attract and retain the right staff to deliver for our community our goal is to reinvigorate our recruitment practices and strive towards being recognised as an employer of choice.

The City of Ryde aspires to:

- Ensure continuous improvement is embedded in the way we do business and in our workforce culture
- Reform our recruitment processes to ensure we can attract the very best talent
- Provide employment opportunities that are accessible to all
- Remove inequities in our reward and recognition opportunities
- Provide internal talent scouting to improve retention rates through active encouragement of succession planning, career development and the provision of opportunities for our workforce
- Teach and develop employees skills across our diverse range of services and project delivery

- Actively recruit from students at local universities and colleges and actively promote local government career opportunities in our local area
- Provide sufficient flexibility to cope with our rapidly changing workplace
- Measure performance for every staff member in a fair and equitable way and in complete alignment with our Four Year Delivery Plan, our Community Strategic Plan and our community's vision
- Encourage and provide career opportunities in all parts of the organisation
- Continue our commitment to provide our effective mentoring program
- Be recognised as an employer of choice for our commitment to being a leading, ethical, socially responsible and exciting place to work
- Utilise our strong partnerships with a variety of organisations including, not-for-profit agencies, unions and Macquarie University to deliver more comprehensive and all-encompassing, cost-effective solutions.

The City of Ryde has identified the following Focus Areas to help us achieve this principle over the next four years of this Workforce Plan.

### Focus Area 2.1: Recruitment

In 2014 a Best Value Review of our Recruitment and Selection service was undertaken with a view to identifying ways to reduce the time and associated cost of recruitment activities, whilst improving the experience for both candidates and hiring managers.

This review resulted in the implementation of an online recruitment system which made the application far less onerous for candidates and completely overturned the selection process for managers. This system seamlessly manages all the back end administrative functions associated with recruitment, allowing managers, for the same investment of time, to get a much better outcome. Managers now invest time in the key areas of the process which are critical in delivering the best outcome. This means more time is spent assessing the role's requirements, reviewing the position description, drafting better quality advertisements, holding more meaningful interviews and conducting more thorough reference checks. Whilst the amount of time spent by managers in this process isn't any less than it used to be, the process now delivers a far better outcome, at a reduced advertising cost and over a shorter period of time.

As mentioned earlier, implementation of this system has resulted in a 51% reduction in the cost of advertising and also a reduction of 20 days in terms of the average time taken to fill a vacant position.

We have recently also invested in training to strengthen the skills of our hiring managers in the area of behavioural interviewing. This will ensure that the short time spent with each candidate allows managers to make informed decisions about the best candidate, on merit, for the position in question.

### Focus Area 2.2: Our Organisational Culture

In striving to be recognised as an employer of choice the City of Ryde will continue to focus on our Culture, the availability of flexible working opportunities and our staff turnover. As our organisation becomes known for its progressive approach and culture, the calibre of applicants attracted to applying for vacant positions will grow.

In 2010, we conducted our Have Your Say Day, a survey of our staff culture. The survey revealed a great deal about our organisational culture. The results have guided us and helped us prioritise a number of change management projects which have been put in place or are in progress to improve the organisation's culture.

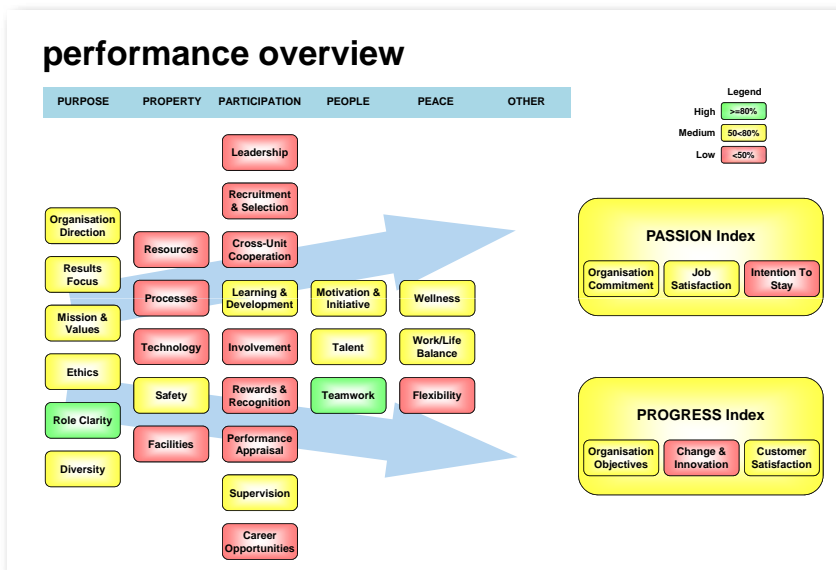
These include improving internal communications, reinforcing our organisation's values, establishing a performance measurement framework, identifying clear accountabilities and delegations for services and budgets, elevating the standard and importance of project management across the organisation, restructuring units to better align with our Outcomes Framework and support the delivery of the Community Strategic Plan and developing a business model and supporting procedures that will guide the way we do things at the City of Ryde.

The second Have Your Say Day survey conducted in 2012 revealed that we had come a long way in making the necessary improvements which had been identified two years earlier. Employees responded much more favourably to the City of Ryde Engagement Survey in 2012 than in 2010, with scores increasing in 23 out of the 26 benchmark practices measured in the survey. In 2012, employees were much more satisfied with leadership in general, with satisfaction increasing significantly in relation to the General Manager's and Group Managers' leadership capability (32% increase), their organisational strategy (21% increase) and supervision provided by leaders throughout the Council (20% increase).

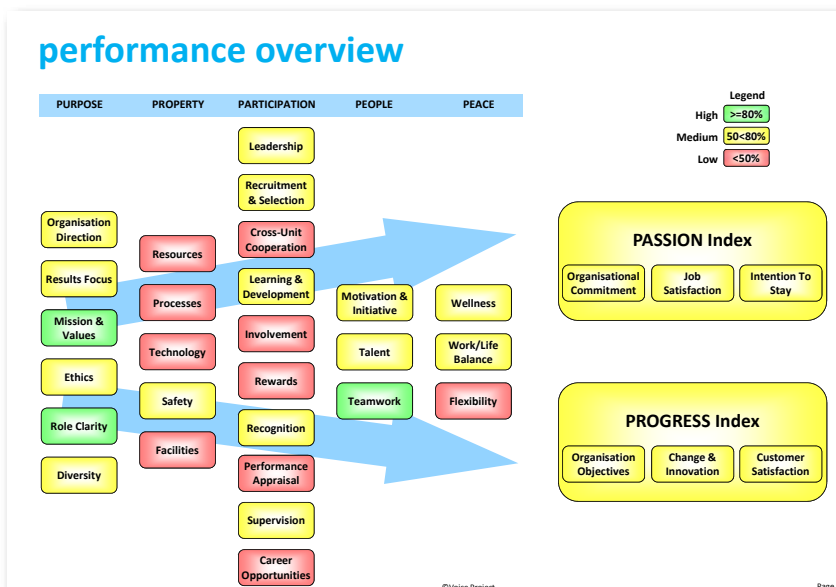
Other practices to increase significantly included Flexibility, Involvement, Recruitment & Selection, Cross-Unit Cooperation and Ethics. These positive changes were associated with a 4% increase in scores on both Employee Passion and Organisational Progress. These results meant that following this survey, the City of Ryde was now outperforming the Council industry average on the majority of practices measured in the survey.

One area of significance highlighted in this survey as requiring improvement was the condition of employee working facilities. Since this survey, steps have been taken to address this for some areas of our workforce and further steps are planned in the near future to address the physical working environment in other areas.

The two diagrams (right) which are taken from the 2010 and 2012 Have Your Say Day surveys show the difference in overall organisation results between the two surveys.



*Have Your Say Day Results 2010*



*Have Your Say Day Results 2012*

Since the first iteration of our Workforce Plan in 2012, the Performance Development System has been implemented and is supported by a salary system that offers rewards and recognition that are effective, reasonable and equitable.

### Focus Area 2.3: Provide flexibility

Currently the majority of staff at the City of Ryde are employed in full-time positions. However 15% of staff hold part-time or job share roles, an area that has been increasing steadily since 2008.

The increase in our part-time work is consistent with the labour market trends reported in NSW since 1999 (Australian Bureau of Statistics, Australian Social Trends, Work NSW Summary 1999 - 2011). This reinforces the importance of enabling working pattern flexibility, as we expect to see an increasing number of part-time employees making a significant contribution to our workforce. The City of Ryde has an opportunity to improve flexibility and support further increases in part-time roles across the business.

“..rewards and recognition that are effective, reasonable and equitable.”

### Policies and Benefits available

#### *Flexible Working Conditions Policy*

In a tightening labour market, the City of Ryde has introduced policies since 2012 to become an employer of choice, to establish workplace flexibility and encourage stronger gender equity in managerial roles. These include one of the most generous Parental Leave policies in NSW providing 18 weeks full pay in addition to the government subsidy of 18 weeks at base wage pay. Our Flexible Working Conditions Policy reinforced our commitment to flexibility of working hours by establishing core hours of 9.30 – 4.00pm and provided options for suitable staff to apply for a working from home arrangement. Positioning ourselves as a flexible employer and allowing staff to stagger start and finish times to avoid traffic congestion and reduce travelling time and allowing staff to work from home on occasions, are strategies that have been put in place to improve flexibility for our employees.

#### *Employee sick and carer's leave*

The City of Ryde offers employees generous sick and carer's leave allowances. It is noted that there is an increasing trend in the average number of sick and carers leave days taken since January 2008. This increase is largely attributed to an increase in carer's leave and suggests that as we

shift the age profile of our workforce to support working mothers, a subsequent increase in carer's leave to look after sick children is expected. We are also aware that there are a number of employees utilising carers leave to care for their elderly parents. Shifting towards more flexible working patterns, such as increasing part-time roles, will allow more flexibility for carers, without relying on sick and carers leave.

### Focus Area 2.4: Career Development and Succession Planning

We are reviewing the way we induct our new employees and grow our own talent, to retain skills and knowledge and provide career opportunities for our existing staff. A secondment policy provides opportunities for staff advancement by allowing staff to be exposed to different roles in the organisation, share their knowledge and skills and learn from others within the organisation. The new performance development system captures career development opportunities and assists in facilitating succession planning for managerial roles.

The skills analysis identified a number of opportunities for us to improve our succession planning, creating opportunities for staff to learn new skills and provide career development.

### Turnover / Attrition rate

Our organisation has maintained a level of turnover between 9% and 11% for the past three years. This is above the average for comparative councils (8.5% in 2013) for Councils participating in the LGNSW HR Benchmarking Survey Report.

When examining our staff separations we see a significant proportion of our separations are males from our Public Works area. The separations in the 55 years and over group are reflecting an increasing number of retirements from our outdoor staff, no longer willing or able to undertake the physically demanding roles required in that area. The physicality of work in many of the Public Works roles has long been of concern to our organisation as this area has a large number of workers aged over 55. It is particularly in this area that we are looking to increase our younger workforce.

Overall, we have a committed workforce with an average 6.8 years of service. The Public Works group average is higher than any other group and amounts to an average of 10.3 years of service, with most staff employed for more than seven years, and males in particular averaging over 10 years of service. This may be the result of the types of roles that are required in Public Works,

particularly for the outdoor staff, who enjoy the benefits of award entitlements and work stability, that are not usually found in manual labour work in the private sector.

Much of our workload is seasonal or project-driven and therefore, aside from our fixed operational workforce, we need to be able to shrink and grow as necessary to meet varying service delivery demands and transform into a geospatially focussed workforce. Our workforce does and will always consist of contractors, part-time staff, casual workers and those with fixed term arrangements as well as the standard full-time workforce.

### Focus Area 2.5: Effective Partnerships

Partnerships are critical to our organisation in meeting the long term aspirations of our community and delivering on the Community Strategic Plan. We must work in partnership with trade unions, volunteers, community groups, universities and other local Non-Government Organisations (NGOs) to support the development of our workforce. This will ensure we are able to modify our workforce to support the best outcomes for the community while we implement changes in service delivery.



Our partnership with trade unions allows us to work in harmony, working to meet the needs of staff and the organisation.

Collaborating with Macquarie University through the Macquarie-Ryde Futures Partnership has ensured we deliver sustainable long-term benefits to both parties. This partnership provides access to cutting-edge research and Council

has strategically utilised this partnership to engage highly qualified specialists from Macquarie University to undertake perception surveys of our community, together with reviews of key services.

The City of Ryde LGA has a number of training institutions within its boundaries, providing an opportunity for us to market to these institutions to attract students and graduates to a career in local government.

Corporate Social Responsibility (CSR) has been defined by the World Business Council for Sustainable Development as 'the continuing commitment by companies to behave ethically and to contribute to economic development, while improving the quality of life of the workforce and their families, as well as the local community and society at large'. As part of the City of Ryde's greater social responsibility obligations we partner with local charity groups such as the Salvation Army and Achieve Australia to optimise our ability to provide disadvantaged community members with meaningful employment and skill development.

### Principle 3: Diversity

At the City of Ryde, diversity is seen in the cultural composition of our workforce; the accessibility of our workplace to support equal employment opportunities for all, including those

with a disability; through enabling gender equity and in supporting a workforce age profile that captures young talent while providing long-term career progression to support our workforce through to retirement.

The City of Ryde aspires to:

- Develop a staff profile that is reflective of our community's cultural and gender diversity
- Ensure our people are skilled and culturally attuned to service the cultural needs of our community
- Measure and track our workforce statistics across all aspects of diversity so that we understand how best to create a culturally diverse workplace
- Provide a recruitment process that assists vulnerable and marginalised persons and accommodates for work for people of all abilities
- Provide suitable opportunities for an ageing workforce and have active transition to retirement plans and policies in place for all those that seek them
- Supported those in physically demanding roles to transition to other roles as they age
- Retain our intellectual and corporate knowledge
- Achieve gender balance, vertically in the different levels of management and horizontally across the entire organisation in each service area.



To improve the diversity of our workforce, we need to embrace new ways of attracting a more diverse pool of applicants. We need to review and modify our interview and induction processes to encourage and allow more diverse candidature and ensure that we can accommodate them. We are aware that people from non-English speaking backgrounds often struggle with our onerous recruitment process when in fact they may be ideal for the positions being advertised. Our previously complex recruitment processes often excluded those most marginalised groups in our community. This includes people with a disability, people from Culturally and Linguistically Diverse (CALD) backgrounds, women who may be re-entering the workforce after a period of absence and people from disadvantaged backgrounds, particularly young people. The recent review of our Recruitment and Selection practices has simplified our processes, meaning a much easier application process for these marginalised groups, with a view to promoting better employment outcomes and increased opportunities for employment at Council.



We are aware of the growing numbers of our customers originating from very diverse backgrounds and countries settling in Ryde. ABS (Australian Bureau of Statistics) Census data from 2011 indicates that the top four languages other than English spoken in the homes of the residents in the Ryde LGA are Cantonese (7%), Mandarin (6%), Italian (3%), and Korean (3%). In order to provide appropriate support and service to these residents in our community we need to have staff competent in speaking and translating these languages; that recognise and understand cultural differences and are able to access appropriate Interpreting and Translation Services. Our customer service centres are all equipped to provide interpreting and translation services to our customers in addition to a number of our own staff having peripheral responsibilities as language

aides to assist customers and staff in translation, where this is required.

We have introduced learning and development activities that focus on cultural awareness and cultural management practices to assist our staff not only in dealing with an ethnically diverse range of customers, but also to facilitate improved harmony within our own workforce.

### Focus Area 3.1: Our Equal Employment Opportunities

We have only recently (since 2012) commenced collection of workplace statistics regarding diversity. This data collection is due to occur at each Have Your Say Day Staff Culture Survey. In 2012, 42% of staff surveyed indicated that they were from a culturally or linguistically diverse background. Of those who identified with a particular background, the majority responded indicating that they were from European, Middle Eastern, Italian and Chinese backgrounds.

This indicates that the composition of our workforce in terms of cultural diversity, reflects that of our community and customers, which we view as a strong benefit in allowing our staff to understand the various communication styles and cultural practices of the customers they work with.

The other interesting statistic from the diversity area of our staff surveys are that 40% of staff having caring responsibilities for children and 14% of staff have caring responsibilities for persons other than children. This data again supports the notion that as an employer, flexibility for balancing work and personal responsibilities is imperative to attracting and retaining the talent necessary to effectively service our community.

Whilst only a small minority (6%) of staff have indicated they have a disability, we are aware that further efforts need to be invested in the consideration of increased employment opportunities for people with disabilities. Our facilities are not suitable to accommodate people of varying abilities however we are committed to identifying where we can implement practical modifications to workplaces or working patterns to improve our employment opportunities in this area. Currently, we are investigating partnering with agencies specialising in the area of employment opportunities for people with disabilities to assess certain roles within our organisation and to see if there is a possibility of finding appropriate employment for people with disabilities, who can work without any risk of injury to themselves or others.

The City of Ryde EEO (Equal Employment Opportunity) Management Plan 2011-2014 outlines our commitment to achieving a safe and rewarding workplace free from all forms of unlawful harassment and discrimination. Further, all employees and prospective employees are afforded equal access to opportunities and benefits relating to employment, promotion and training. In doing so we aim 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.

### Focus Area 3.2: Our Gender Equity

City of Ryde's current workforce is fairly gender balanced overall, with a female to male ratio of 49% to 51%. However, looking only at the leadership roles there is almost twice as many males (59%) than females (34%). While the Service Unit Manager tier is almost gender equal, there is a clear imbalance at the Section Manager level that needs to be addressed as these roles feed into the future Service Unit Management roles. The majority of this imbalance is a result of the high number of males employed as Section Managers in our Public Works area, one traditionally encompassing a number of male-dominated industries, such as engineering and trades. Section

Managers (which are fourth tier managers) are the largest leadership group, accounting for 28% of our management team. Currently only 10% of engineering graduates each year are women, in addition to the trades workforce being highly dominated by men. Attracting women into this area will be a major challenge in the future, as the low levels of women's participation in the outdoor workforce make it harder to recruit women into the lower managerial levels below Section Manager in these areas.

Despite these challenges, addressing the gender imbalance in our leadership remains a focus for our organisation.

"...we aim to create a diverse and skilled workforce."

There are several initiatives underway to improve the leadership gender balance including an assertive internal program to encourage women to apply for senior positions and to actively support their career development to help them achieve success when applying for senior roles.

### Focus Area 3.3: Our Ageing Workforce Profile

The workforce age profile for the City of Ryde provides challenges for the organisation. The loss of experience and knowledge held by some of our longer serving and ageing staff members can bring with it risk to Council if succession planning is not well developed.

The City of Ryde recognises the National and State trend that indicates the number of people aged 55 and over participating in the workforce is growing.

(New Jobs: Employment Trends and Prospects for Australian Industries (2010) [skillsInfo.gov.au](http://skillsInfo.gov.au)).



The trend is projected to continue into the future with increased life expectancy driving a financial necessity for older workers to provide for a longer retirement. This report indicates that mature age workers (45 years or older) have contributed to employment growth of 27% over the five years to 2009, compared with only a 7.1% growth in employment of workers aged 15 to 24 years in the same period. The City of Ryde workforce is aged predominantly between 35 and 54 years. This age profile captures both those raising families at the lower end and those caring for ageing parents at the upper end of the population.

The NSW population workforce trend indicates that people 55-64 years of age are remaining in the workforce longer. Going against this trend, the City of Ryde over-55 workforce has declined in the past 2 years. With an average age of 44 and with more than 40 full-time staff aged over 55, we estimate that 10% of our staff will be looking to retire in the next five years. The majority of these retirements will be outdoor employees in the Public Works group, where a large number of our workers are aged over 55 years and working in physically demanding, manual labour roles. It is likely that the physical nature of this work is causing these employees to leave the organisation. Our challenge therefore is to ensure that we anticipate

those areas where an ageing employee will require job modification or transfer to a less physically demanding position; and ensure that we provide for those ageing staff that may be seeking to phase their exit from employment with Council. We have developed a policy to encourage part-time work, job share arrangements and transition to retirement provisions to encourage flexibility for our ageing workforce. These include allowing staff to request part-time work when nearing retirement and providing the opportunity to request alternative types of work for those physically less able to perform in their current roles.

As the physicality of these Public Works roles is unlikely to change, we need to attract enough suitably skilled labour in a physically fit state to fill positions being vacated by those ageing employees. Planning for these transitions allows us to capture and ensure the passing on of corporate knowledge by those long-term employees.

To optimise the workforce age profile and provide opportunities for succession planning, the City of Ryde aims to attract a fit and healthy, highly qualified workforce, by providing clear career paths, technologically savvy workplace solutions, flexible working environments and a modern office environment with strong internal networking and

communication channels necessary for this group to be attracted to our workplace.

#### Principle 4: Skills, Training and Education

We have an educated and skilled workforce, but need to adapt our training programs and refocus our initiatives to meet the service needs of our changing community. We are committed to offering staff career development opportunities and have a comprehensive Learning and Development Program. We offer sponsorship to staff undertaking postgraduate studies to further their career. In addition we have the ability to offer scholarships and apprenticeships as a way of attracting and retaining specialist skill shortage areas, such as in engineering.

To offer all staff access to training and education and to support our workforce to deliver the services and outcomes for the community, we will:

- Ensure our workforce is multi-skilled, efficiently accessing data and information and able to process large amounts of information, realise plans and deliver outstanding customer service

- Understand our critical skills and build succession and back-up plans
- Provide induction and training for all staff in our business disciplines and cultural management practices, so they understand their roles and are empowered to take accountability for the services and projects that they deliver
- Optimise opportunities with local colleges and Macquarie University to ensure that our training provision aligns with the development of our skill shortages and our core business processes

“..committed to offering staff career development opportunities.”

The City of Ryde has clearly defined the business management disciplines and cultural management practices in which we must as an organisation become highly competent. Business Management Disciplines include the diverse, inter-related disciplines of Structural Integrity, Role Clarity, Plan Making, Community Image, Core Business Processes, Information and Systems Management, Customer Centric Process Design and Risk Management.

Our training programs are arranged to ensure that we deliver training modules that grow our skills in these disciplines.

In addition, we provide training on our core business processes including Contract Administration, Financial and Budget Management, Project Management, and Asset Management. These processes and associated business rules are documented in a range of manuals titled The Way We Do Things @ the City of Ryde. Over time these training modules will form the basis of essential training for all staff required to manage the relevant processes.

#### Focus Area 4.1: Our Workforce Skill Gaps

We have identified the skills we will need over the next four years to deliver the services we have committed to providing to our community as described in the Four Year Delivery Plan. Our workforce skills gap analysis identifies the critical skill areas that will need to be maintained.

The skills analysis conducted from January – April 2012 identified 60 critical roles and the corresponding critical skills we need to meet our commitments in the next Four Year Delivery Plan. A complete list of critical skills/roles with 'hard to fill' positions have been documented and can be found in Appendix A.

The skill gaps identified were in the areas of:

- Rating (Ability to calculate Local property tax on land value)
- Engineering
- Information Technology and Management
- Strategic Long Term Planning

In addition to these skills, our culture survey highlighted the need for better Leadership skills. A *Leadership 360* survey conducted in October 2011 reported that overall, three gaps emerged across all of our leadership. These were time management skills, addressing poor performance skills and poor presentation skills.

As a customer focused organisation, one of the most important areas for all staff is training in Customer Service. All staff undergo customer service training either at induction and at least once a year.

On occasions, where there is a known internal skill gap, external agencies or contracts are used particularly where the requirement for that skill is short-term.

#### **Focus Area 4.2: Our Learning and Development Strategy**

We have been addressing the skill gap areas identified by developing

appropriate training modules, better resourcing and realigning accountabilities to ensure that we strengthen our corporate knowledge and skill base. Training will be complemented by formal education and opportunities for achieving additional qualifications in partnership with our various providers. We are committed to ongoing tertiary sponsorship of our staff in undertaking qualifications related to their positions held within our organisation.

With our current financial future forecasting reduced budgets, our challenge will be to ensure adequate resources are provided for training and induction. Council is currently assessing options for the introduction of an online learning platform to facilitate more efficient and cost effective delivery of our regular core training activities. Such a system will allow us to deliver core training activities to the same number of employees but in a more flexible manner and at a significantly reduced cost.

#### **Focus Area 4.3: Ongoing Education opportunities**

To be able to continually improve our service delivery and enhance our opportunities for innovation, we recognise the importance of ongoing education and learning opportunities. Within our learning and

development budget, opportunities exist for employees to undertake further tertiary studies which are paid for predominantly by the employee with Council providing a small subsidy.

In addition to this, attendance at relevant conferences, seminars and training courses is encouraged where the employee will acquire new skills, that will assist them in improving their performance in their role, thereby delivering a better service to our customers.

Over the past three years we have taken advantage of government subsidies, with over 90 staff being sponsored to complete a diploma in either

Management or Project Management or a Certificate IV in Frontline Management. The federal government subsidies on offer to Council, for staff to complete these programs, has delivered a great benefit to Council in terms of increasing our leadership capability at a relatively low direct cost to the organisation.

*"...committed to ongoing tertiary sponsorship of our staff."*





## Principle 5: Technology and Facilities

This Workforce Plan considers the capacity of our current facilities to support our changing workforce profile. To attract and retain the calibre of staff we need working within our organisation, we need to have facilities and a working environment that optimises our workforce performance. Our workforce also requires up to date technology to maximise our productivity and to support our flexible working policies.

To provide facilities and technology that support effective working environments we will invest in the facilities accommodating our staff and in the information technology infrastructure provided to our workforce.

The City of Ryde aspires to:

- Build and develop a workplace designed for efficiency and collaboration
- A physical working environment that is not only comfortable, healthy and safe, but conducive to enhancing productivity and communication across the entire organisation
- Instil pride and confidence in our employees and customers through the brand identity of our workplace

- Provide geospatially captured information, to create efficiencies in the management of staff
- Improve our use of electronic equipment and technology that results in more efficient work practices
- Provide a workplace that encourages social and professional interactions and promotes our values of:
  - Safety
  - Teamwork
  - Ethics, and
  - Professionalism.

### Focus Area 5.1: Our Facilities

Over the next five years we are allocating approximately \$4Million, to address the failings of our current premises, and provide the best possible facilities, designed for efficient and functional communication and collaboration. The City of Ryde has been planning to develop an accommodation strategy to accommodate all salaried staff in the one location; due to Council recently operating from three locations.

However, Council has resolved to maintain its current Civic Centre and is in the process of determining the level of refurbishment. This decision complements the current deliberations being undertaken in responding to the Minister for Local Government's "Fit for the Future" initiative.

It is expected that Council will need to further review its position in resolving its long term accommodation requirements in the near future, subject to the outcomes of the "Fit for the Future" submissions.

### Focus Area 5.2: Our Technology

A significant challenge for the City of Ryde is to provide staff with the most appropriate equipment to facilitate flexibility and efficiency in operations. We not only need to equip all staff appropriately so that they have access to data and information that they need to effectively and efficiently perform their duties, they also need to be empowered to use the technology available to them, through appropriate training. It is also important that we are able to interact with our customers using a range of different mediums and over the last two years we have invested in engaging with our community, in using various forms of social media and also exploring various ways to improve and expand the range of transactions available for customers to complete on line. Council is currently implementing a e-business strategy that includes expanding the range of services that will be available on line in the near future.

This investment in technology means we need to ensure we have the skill internally to support such platforms and these skills are continually reviewed and updated to meet the rapidly changing developments in technology.

Proper investment in e-business and other technology solutions is critical for Council to continue to increase productivity, whilst providing an improvement in the scope of services available.





## Summary

The purpose of this City of Ryde Workforce Plan is to document how we intend to resource our organisation to deliver best value services to our community through a workforce that has the right skills, motivation and commitment.

As detailed in this plan, it summarises the current state of our workforce, as well as the challenges we face and the three major scenarios we are considering with respect to forward planning for the size and composition of this critical resource. Such planning in respect of our workforce will allow Council to ensure we can at least meet, and hopefully exceed, our community's expectations in terms of delivery against our Operational Plans.

City of Ryde's performance against these operational plans is measured annually and reported to the community. Based on these reviews and the continuous feedback we seek and receive from our customers, we recognise that an ongoing review of our workforce in terms of the key aspects of size, structure and skills will be necessary to ensure we deliver on our mission of working with our community and partners to provide strategic leadership, effective projects and quality customer service.

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## APPENDIX A

### Identified Critical Roles/Skills, 'hard to fill' Positions and Skills Required in the Future

All roles are critical throughout the organisation, however, there are some roles that require specific skills that are pivotal and without them the organisational unit is dysfunctional. For this reason, it is important to know which skills are critical and to ensure that the skill is being developed or can be backed up within the team. 'Hard to fill' roles are those that require skills that are difficult to find and rarely available on the market. When we advertise the 'hard to fill' positions we rarely receive applications.

The following list was compiled during the Skills Analysis which was conducted to inform this Workforce Plan.

Critical Roles	Area	Critical Skill	Hard to fill?
Section Manager Library Resource	Library	Unique set of skills	Y
IT Support Officer	Library	Skills developing	Y
Information Services Local Studies	Library		Y
Stormwater Coordinator	Infrastructure Integration	Flood Plain Management and Modelling	N
Integration Systems Coordinator	Infrastructure Integration	Systems Engineering	Y
Information Access Officer	IT	GIPA expertise	Y
Environmental Health Officers	Environmental Health and Building		Y
Environmental Protection and Development Control Officers (compliance)	Environmental Health and Building		Y
Team Manager Rates and Revenue	Finance	Rating	Y
Chief Financial Officer	Finance	Strategic financial planning	Y
Manager Customer Service	Customer Service	Strategic customer service focus Policy development Experience in delivery of customer service Continuous improvement focus	N
Section Manager Community Engagement and Social Media	Customer Service	Social media skills	Y
Coordinator Community Engagement	Customer Service	Engagement skills	Y
Coordinator Complaints Management	Customer Service	Complaints management skills	Y
Coordinator Customer Surveys and Market Research	Customer Service	Customer Perception analysis	Y
Section Manager Customer Service	Customer Service	Skills in driving and maintaining operational processes	N

Critical Roles	Area	Critical Skill	Hard to fill?
Team Leader Customer Service	Customer Service	Knowledge maintenance across products services activities and statistics	N
Coordinator Publications and Branding	Community relations and events	Desktop design Branding Intellect	Y
Corporate Communications Manager	Community relations and events	Good Communications skills Strategic thinking Corporate knowledge	N
Events Manager	Community relations and events	Communication skills Community knowledge	N
Project Office Systems Officer	Business Infrastructure	Business system skills	N
Finance and Systems Officer	Business Infrastructure	Business systems and technical skills	N
Section Manager Business Integration	Business Infrastructure	Business, Finance and business development skills	N
Section Manager Properties	Business Infrastructure	Diverse Property management skills	N
Environmental Engineer	Business Infrastructure	Diverse environmental knowledge	Y
Restorations and Private Works (driveways)	Operations	Contract admin, writing, spreadsheet, civil works, verbal, logistics, work planning	N
Section Manager Infrastructure	Business Infrastructure	Reading, writing, customer service, LG Knowledge, problem solving, data management and analysis, geospatial	Y
Service Unit Manager	Business Infrastructure	AM experience, LG experience, technical knowledge, staff development and management, finance budgeting & business processes, writing, negotiating, professional promotion, risk management, and innovation	Y
Assets System Specialist	Business Infrastructure	Computer especially Tech1, general LG engineering and business practices, data management	Y
Senior Development Engineer	Assessment	Problem solving and judgment. Technical knowledge of planning in NSW. High level of initiative and professionalism	Y
Senior Town Planner	Assessment	Problem solving and judgement skills Excellent technical knowledge of planning in NSW High level of initiative and professionalism	Y
Strategic Planner	Urban Planning	Knowledge of LEP and S149 procedures implementation and maintenance	Y
LIS and Planning – Coordinator FTE for LIS	Urban Planning	TechOne and mapping system correct to reflect current planning provisions and requirements	Y

Critical Roles	Area	Critical Skill	Hard to fill?
Development Contributions officer yet to be appointed	Urban Planning	Development of policy and monitoring – tracking development contributions and VPA negotiations and completion	Y
Economic Development	Urban Planning	Development of policy and programs on economic development	Y
Manager Risk and Insurance	Risk and Audit	Ability to interact at all levels internal and external Extensive experience and technical experience with Risk and Insurance – Knowledge of WHS Workers Compensation and Return to Work	Y
Internal Auditor	Risk and Audit	Technical ability in auditing Ability to interact with auditees and other internal and external stakeholders	Y
WHS coordinator	Risk and Audit	Technical skills in WHS Ability to interact with staff at all levels and external stakeholders	Y
Workers Compensation and Injury Management Coordinator	Risk and Audit	Technical skills in Return to Work/injury management	Y
Team Leader Regulatory	Regulatory	Knowledge and skill in interpreting Legislative knowledge	Y
Technical Support Officer	Regulatory	Knowledge and skill in interpreting Legislative knowledge Superior administrative skills	Y
New role Old contracts/permits role	Regulatory	Knowledge and skill in interpreting Legislative knowledge Tender process skills Project Management skills Superior Administrative skills	Y
Service Unit Manager Regulatory	Regulatory	Knowledge and skill in interpreting Legislative knowledge Budget, financial, contracts administration, Tendering skills, project management – political and executive intervention, advice and reporting requirements of position	Y
Meeting support coordinator	Governance	Minute taking agenda preparation	Y
Councillor help desk	Governance	Org. knowledge and political understanding	N
Mayoral support	Governance		N



Critical Roles	Area	Critical Skill	Hard to fill?
Coordinator Assets	RALC	Practical mechanical/trade skills that are not part of aquatic operations	Y
Team Leader – swim school	RALC	Teaching skills	Y
Team leader – operations	RALC		N
Senior Community and Culture Planner	Community and Culture		Y
Section Manager Social policy and planning	Community and Culture	Sector development and capacity building Fostering and facilitating partnerships/collaboration	N
Immunisation coordinator (specialised role)	Community and Culture	Nursing / clinical skills Immunisation (management and delivery) Administration skills Managing risks associated with immunisation	Y
Coordinator Internal Communications	Strategy and Organisation Development	Expert communications Knowledge of culture management	N
Coordinator Change Management Projects	Strategy and Organisation Development	Experience in change management project communications Project management Strategic thinking	Y
SUM Human Resources	Human Resources	Strategic HR management Change management Knowledge of LG award Policy development Project management	Y
Team Manager Payroll	Human Resources	Payroll and payroll systems Superannuation	Y

## APPENDIX A (CONTINUED)

Skills required now and in the future.

Area	Skill gap now	Skill gap in coming years
Whole organisation	Procurement	Procurement
Whole organisation	Contract Administration	Contract Administration
Whole organisation	Budget Management	Budget Management
Whole organisation	Financial Management	Financial Management
Whole organisation	Asset Management	Asset Management
Whole organisation	Project Management	Project Management
Whole organisation	Plan Making	Plan Making
Whole organisation	Process Mapping	Process Mapping
Whole organisation	Business planning	Business planning
Finance	SQL.net	
	MS project	
	Visio	
Risk, Audit and Governance	Legislation and Policy development	Understanding and application of new legislation
		Ability to incorporate changing technology
Health and Building		Constant training for accreditation
		Leadership and accountability
IT	Security, telecommunications mgmt, corporate IT, infrastructure mgmt, contract mgmt, SLA mgmt, GIPA admin and mgmt, IT Project mgmt, business analysis, corporate application admin	Technology engineering skills in wide area
		Technology Engineering skills
		Network equipment management
		Local area network management
		IT Security
		Operating system administration and management
		Corporate application administration and management
Human Resources	Change management – project management	Industrial relations advocacy
		Payroll processing in CHRIS21
		Project management (HR focus)

Area	Skill gap now	Skill gap in coming years
Library		Stronger customer focus and acceptance of new technology
		Library specialists in youth and senior categories
Urban Planning	Competence in dealing with major planning projects	Complex negotiation and assessment
Major complex development applications skills		
Risk, Audit and Governance		New legislation and impacts (WHS)
		Internal Audit control self assessment facilitation
Assessment		Understanding and application of new legislation
Asset Systems	Statutory knowledge, data management, critical analysis including geospatial, process design and planning	Data management
		Critical analysis (geospatial)
Business Infrastructure		Sales and marketing
		Advertising
		Property trust management
Community & Culture	Management of demographic information/data	Management of demographic information/data
Strategy and Organisation Development	Business analysis/corporate analysis – superior graphing skill	Business analysis/corporate analysis – superior graphing skill



# **CITY OF RYDE**

## Long-Term Financial Plan 2014-2024

Financial projection quantifying Council's future financial position.

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# Introduction

## Long Term Financial Plan

This City of Ryde Long Term Financial Plan (LTFP) is based on the projections and estimated costs that are used in the Delivery Plan and Operational Plan, which are linked to the Community Strategic Plan.

Council's financial system is structured in holding costs that allows reporting on each of these plans, within their own structure. This same structure is used against Council's asset register and costs associated with assets.

The LTFP also relies upon the projected changes in staff and contractors as described in the Workforce Plan (WFP), by budgeting for those changes where appropriate. It also uses the forecasted amounts for Renewal, Expansion, Operating and Maintenance, for assets as described in the Asset Management Plan (AMP) and the Asset Type Sub Plans (AMPs).

# Long-Term Financial Plan

## What is a Long-Term Financial Plan?

A Long-Term Financial Plan (LTFP) is a financial projection that quantifies Council's future financial position and the cost of Council's services for the next 10 years. It is more comprehensive than a budget and includes, a written commentary, sensitivity analysis and options. It examines the impact of Councils' revenue, operational and capital expenditure forecasts, taking into account assumptions for economic factors and changes to service delivery levels.

A LTFP provides the following benefits for Council and the City of Ryde community:

- It provides an indication of the future financial position of Council
- It helps Council to determine their "living within their means" boundaries, that is, assess the financial sustainability of service levels
- It allows option testing of different strategies and service levels

- It identifies any potential funding gap arising from the long-term financial forecasts
- It enables testing of sensitivity and robustness of the key assumptions used in the long term forecasts
- It allows the long-term strategic decisions to be quantified and debated
- It assists Council in determining the risk of future strategic directions.

The LTFP does not aim to provide any specific recommendations on what or how the Council should provide its services but instead aims to identify the potential impact of the operational and capital decisions that Council may make as part of the budget process.

There are a number of assumptions that underpin this analysis:

- Council will continue to be responsible for providing the current range of goods and services
- City of Ryde will continue with its focus in the optimisation of service delivery through effectiveness and efficiency reviews

- The quantity of assets (built, infrastructure, land etc) will be maintained, subject to scheduling, using normal asset optimisation studies conducted and asset management techniques, within the approved budget allocation.

## Integrated Planning and Reporting

In 2010 the City of Ryde commenced the journey into the Integrated Planning and Reporting requirements of the Local Government Act, including the creation of the Community Strategic Plan (CSP), the Delivery Plan (DP) and the Operational Plan (OP).

As part of that process, Council split its budget into three distinct sections, being:

- Base Budget
- Non-Capital Projects
- Capital Projects

Each year, as part of the budget planning process, workshops are held looking at all the existing projects that are in the current Delivery Plan and any new projects. This is Council's Project Budget Bid process, including the completion of a Business Case for the project put forward, which is reported to Council for their consideration when reviewing the projects in the draft Delivery Plan.

Through this process there is rigour applied to the projects brought forward and a priority score that is created to ensure that those that rank highest get the funding required.

For the first year, all of the existing 68 other plans were reviewed by the Business Managers within Council and those recommendations or projects that had been put forward in those reports were brought forward in that process.

## Service levels

The service levels are detailed in Council's Asset Management Plans, which form a part of the Resourcing Strategy document.

Having said that the current LTFP Current State is framed on the basis that the same service level as currently exists, will continue to be provided, within the constraints of the budget approved.

## Service delivery

Service delivery will continue to be undertaken in the same manner as it is now, and therefore the LTFP is framed without any changes in service delivery.

Council as part of its journey is also looking at the way it does deliver its services, and is also implementing new systems that will give managers the ability to control and ultimately reduce the cost of delivering the services to the community, that the community expect and are prepared to pay for.

Those new initiatives include:

- Overhead allocation modelling, including Full Cost Pricing (FCP) utilising National Competition Policy guidelines (NCP) and calculations to reflect the true cost of services
- Fees and Charges calculator, which will reflect, using the overhead allocation model, the true cost of each service provided for a particular fee and the inherent Community Service Obligation (CSO) that is part of that cost
- Service Level Agreements internally that clearly set out the Unit Rates, the Service Level and the monitoring and reporting mechanism that will be used to assist in driving down the cost of delivering the same level of service.

## Financial indicators

The financial indicators that will be developed as part of the next reiteration of the LTFP will be the same indicators that are reported at the end of the financial year in the Financial Statements.

These have not been determined for this reiteration, due to time constraints and the implementation of new systems that allow the creation of the LTFP more easily than previously available.

## Performance measures

Council has over the last two years been creating a number of performance measures, which are recorded at various levels of the organisation, but the corporate performance measures are included in the delivery plan and operational plan and include the following:

- > -2% actual base budget income to budgeted income on a year to date (YTD) basis
- <+2% actual base budget expenditure to budgeted expenditure on a year to date (YTD) basis
- 90% of project expenditure spent within the year it is budgeted
- Working capital  $\geq$  \$3.0 million
- Debt Service Ratio < Group 3 category councils
- Investment returns > 90 day BBSW by 0.85%

## Four Year Delivery Plan and One Year Operational Plans

The LTFP is taken directly from the information included in the Asset Management Plan, the Delivery Plan and Operational Plan and is constructed in the following way.

	Operational Plan										
	Delivery Plan										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
Base Budget	Base Budget Current Year										
Budget Models	Original Budget Model Current Year					LTFP Model (indexed)					
Business Cases	Year 2	Year 3	Year 4	Year 5							
Projects	Base costs from Business Cases	Base costs from Business Cases	Base costs from Business Cases	Base costs from Business Cases							
	Business Cases (Non-Capital & Capital)										
Workforce Plan											
Asset Management Plans					Manual entry into LTFP against "Programs" for each Asset Type						

What this means is that the Base Budget is indexed from Year 1 to Year 10, with adjustments being made to it from any new capital works when created will have ongoing maintenance costs.

The budget bid process for projects are the detailed projects for Year 1 to Year 4, whilst Asset Renewal Projects are used to forecast Capital Works for Year 5 to Year 10. As the Asset Management Plans get better defined, these will drive the budgeted costs for capital works for Year 1 to Year 10.

### Workforce plan

Council has, as part of this Resource Strategy, revised its Workforce Plan. The different outcomes or suggested increases for budgetary purposes have been incorporated into options of the LTFP.

Future reiterations of the LTFP will include the various options that are available under the Workforce Plan, once updated.

### Asset management

Council has, as part of this Resource Strategy, revised its Asset Management Plan. The different outcomes or suggested increases for budgetary purposes have been incorporated into the options of the LTFP.

## Executive summary

This LTFP is to provide a benchmark of the financial position based on current outcomes, goals, strategies, programs, subprograms and accountabilities, projected for the next 10 years.

The LTFP currently consists of Option A (current state) which is based on Council's adopted Four Year Delivery Plan 2014-2018.

The options of the LTFP are:

### Option A (Current State) – current spending pattern (Base Case)

Option A would be no additional rate increase for the next 4 years, commencing 2015/16 other than the estimated rate peg increase of 3% each year. This would mean no additional investment in local infrastructure or facilities and would therefore lead to a reduction in service levels and possible cuts in services.

Rate pegging is an ongoing, permanent increase in rates and over the four years of the proposed SRV period, ending in 2018/2019, the cumulative estimated rate pegging amount will be 12.6% (\$133.58).

### Option B – Address annual renewal and maintenance funding gap

Option B would be an average annual 7% rate increase for the next 4 years, commencing 2015/16 (including the rate peg increase of around 3%) to maintain services at their current level, and provide additional money for renewing the City's infrastructure. It would not be sufficient to undertake all repairs and maintenance needed, but would be enough to renew all assets that are rated as 'Condition 5' and some assets that are in 'Condition 4.'

The 7% increase over four years, commencing 1 July 2015, is proposed to be an ongoing permanent increase with a cumulative gross increase of 31.1%, over the four years ending in 2018/2019, with a net 18.5% increase more than Option A (rate pegging only).

It should be noted that this increase varies depending on the valuation of individual ratepayer properties (as detailed in Council's SRV brochure). The average residential dwelling ratepayer will experience a 28.7% (\$305.35) cumulative increase over the four year period, which results in a net increase of 16.1% (\$171.77) over the four years, after allowing for the 12.6% (\$133.58) of Option A (rate pegging only).

This is Council's preferred option.

### Option C – Asset Management

Option C would be an average annual 12% rate increase for the next 4 years, commencing 2015/16 (including the rate peg increase of around 3%) to maintain services at their current level and provide further money for renewing the City's infrastructure. It would still not be sufficient to undertake all repairs and maintenance

needed, but would be enough to renew all assets that are rated as 'Condition 5' and most assets that are in 'Condition 4'.

Council has undertaken community consultation on the above three options, gauging their willingness to pay, and the majority response (57%) indicated a willingness to pay an increase to either 7% or 12% increase. Council has supported the 7% increase under option B.

Therefore this Delivery Plan, Operational Plan, Asset Management Plan, Workforce Plan and the Long Term Financial Plan will not contain details of Option C.

The 12% increase over four years, commencing 1 July 2015, is proposed to be an ongoing permanent increase with a cumulative gross increase of 57.4% over the four years ending in 2018/2019, with a net 44.8% more than Option A (rate pegging only).

It should be noted that this increase varies depending on the valuation of individual ratepayer properties (as detailed in Council's SRV brochure). The average residential dwelling ratepayer will experience a 64.4% (\$684.96) increase over the four year period, which results in a net increase of 51.8% (\$551.38) over the next four years, after allowing for the 12.6% (\$133.58) of Option A (rate pegging only).



# Option A (Current State)

## Current State Options

This is Council's projected position that reflects Council's current Four Year Delivery Plan and current service and spending levels. It is assumed that service levels will decline over the next 10 years, if the current underspending on existing infrastructure assets continues. The future is projected taking into account various inflationary factors including adjustments for CPI, wages index and other increases in revenue and costs.

The details of this option are included in the appendices to this plan.

In this option, the operational revenue will be sufficient to meet the operational expenditure, but over time the growing income gap will result from an increasing annual deficit. The existing level of capital is funded from capital grants and contributions as well as partial funding of depreciation through the operating budget. Overall, the Council is faced with an income gap of \$6.8 million in 2014/2015.

Council during 2013/2014 changed its calculation of depreciation for infrastructure assets to be five straight lines within each of the conditions of each asset type, with the amount of assets in each based on the assets condition, i.e. depreciated in accordance with the loss of useful life of the assets. This does not directly affect the amount to be funded annually, as that is derived from the total value of the assets, as valued, divided over the

useful life of the asset. The useful life has been taken as the actual intervention point for renewal in each asset type, and was re-determined by Council as at 30 June 2013.

The need for an even annual funding amount is to ensure that funding is proportional over the useful life, so that each generation contributes evenly toward the cost of the asset. Some asset types, such as buildings are funded by the works required, and any major works would be funded from loans. Further details are contained in the Asset Management Plan, and the sub plans for each asset type.

To be sustainable Council needs to fund this shortfall, in the longer term. Council's internal discretionary cash reserves of \$44.98 million are forecast to remain constant to 2023/2024; these funds are earmarked for specific purposes such as Plant and Fleet.

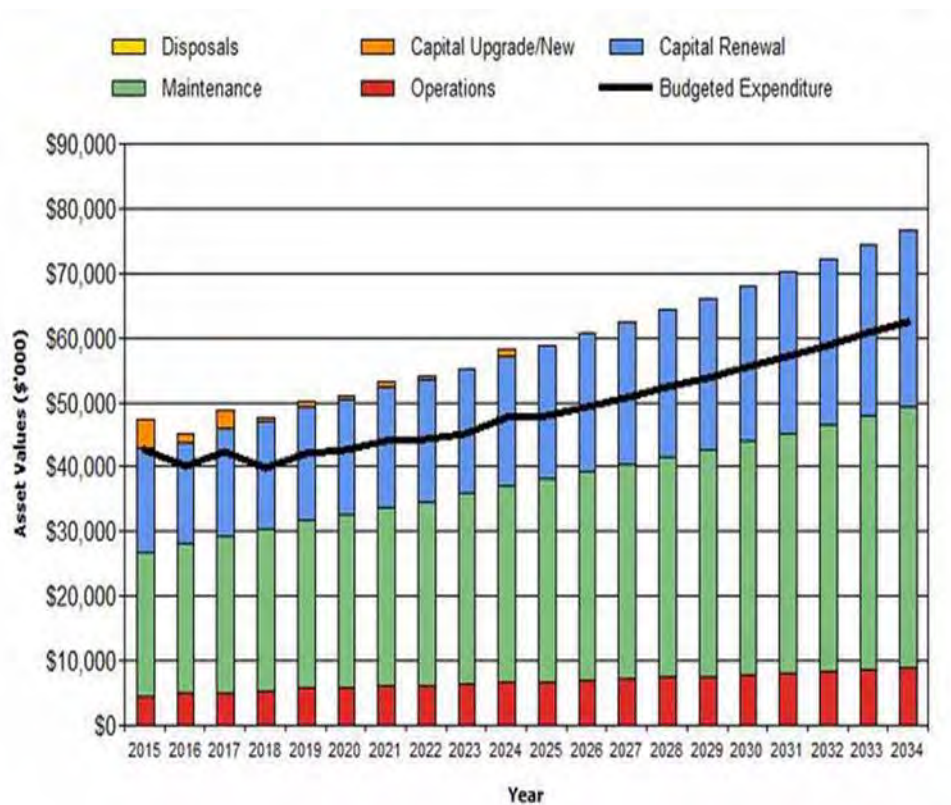
Unless Council either reduces expenditure and/or increases revenue, it will be faced with an increasing backlog of infrastructure renewals, estimated to be \$79 million, as at 30 June 2014, not including the Civic buildings. This is predicted to rise to \$308 million by 2023/2024.

The LTFP clearly demonstrates that Council cannot become financially sustainable under the Current State option, unless substantial changes occur, which are reflected in Options B and C. In addition to this financial deterioration of its position, Council's ability to continue to undertake maintenance (such as roads and drainage) and offer other services will diminish to the extent that services will have to be reviewed or adjust the levels of service downwards. Maintaining services at current levels will result in Council becoming financially unsustainable.

## Summary

Option A (current State) demonstrates Council is currently living outside its means, however it is delaying and not addressing an increasing backlog of infrastructure renewals. The Current State is shown in the following:

**Graph 1: Income Gap**



This graph shows the annual funding gap, estimated at \$10m per annum. The black line represents the amount of funding that is budgeted or available for all asset spending, whereas the top of the columns, the top of the blue section, shows the total amount of funding that is required, without upgrade or new assets.

The difference in the two is the annual funding gap, estimated at \$10M per annum.

Council can only afford to do the level of Capital Expenditure that it does do through the use of Reserves, Loans or Section 94 contributions. Those sources of funds have been included here in the black line, so that the true extent of reliance on that income is not clearly visible.

## Current financial position

Council's Working Capital is projected to be \$3.39 million as at 30 June 2015, which is above the minimum amount normally maintained by Council. Council's auditors have indicated that Council should not dip below \$3.0 million, and that without the level of internally restricted reserves (some \$44.98 million), a level of \$4.0 million in Working Capital would be more appropriate.

## Significant financial policies and procedures

In developing this LTFP, the current significant financial policies and procedures of Council have been taken into account.

## Basis of Accounting

Council uses an accrual basis of accounting except for revenue derived from the issuance of parking fines which is treated on a cash basis. The format of the financial information in the LTFP is consistent with the Delivery Plan and Operational Plan formats.

## Revenue Sources

### Rates and Annual Charges

Council collects rates from residential and business rates, including two business sub-categories for the major shopping centres, an Environmental Management Levy and a special rate on businesses in the Macquarie Park Corridor.

Under Options B and C, Council will introduce a Special Asset Rate, which will be created to hold the additional funds, which will be raised through the Special Rating Variation (SRV) process, and those funds will be restricted for use for Asset Renewals. It is anticipated and forecast that those additional funds will become available on a progressive basis from 1 July 2015, and have been budgeted accordingly, in Option B.

### Rates Structure

Councils can raise ordinary rates within the following four categories:

- Farmland
- Mining
- Residential
- Business

Separate subcategories can be created within these based on a centre activity.

Councils can also create Special Rates, which are ordinary rates. The City of Ryde has one special rate, being the Macquarie Park Corridor Special Rate. These rates can only be used for the purpose for which they are raised and cannot be applied to other purposes.

Council's ordinary rates are split on a 70/30 basis between residential and business properties, irrespective of land value. Within business there are two sub-categories, which have been created in relation to the two major shopping centres within our council area.

### Rate Pegging

Councils in New South Wales have since 1978 been subject to rate pegging. Rate pegging is where the Minister for Local Government determines the maximum increase that the total ordinary rates are allowed to increase above the previous year's notional rates yield.

The notional rates yield is calculated using the previous year's rating structure with the values applicable as at 30 June. This is then increased by the rate peg and this becomes the ordinary rates yield within which council has to raise its rates.

Since 2010 the Independent Pricing and Regulatory Tribunal (IPART) has had the task of determining for the Minister for Local Government, the level of rate pegging that is to apply the following year. This is now determined in December each year for the following year. It takes into account the Local Government Cost Index (LGCI) and then discounts this for productivity gains.

Since the introduction of the Integrated Planning and Reporting requirements (IP&R) Councils can apply for a variation to the rate peg, seeking an increase above approved increase. The LTFP will, where applicable, reflect any increases above the forecast rate peg as part of the model.

### Rating Capacity

The City of Ryde is the fifth lowest residential rates per capita, within the greater Sydney region, which encompasses some 32 councils.

The City of Ryde is one of the highest personal incomes within that same region, and therefore it is valid to assume that the City's population has a greater capacity to pay rates than is currently being paid.

## Contributions

Only known or planned contributions are taken into account in developing the LTFP. Contributions such as Section 94 are only budgeted and brought to account when received, or when known. Council forecasts its anticipated expenditure that will be undertaken from Section 94, but this is reviewed each year to ensure that only works to the value of the funds on hand are undertaken.

## User Charges and Fees

Council uses a range of fees and charges. User charges are direct charges for the use of a Council facility or service. Fees are charged for regulatory/statutory fees and discretionary fees, including Section 611, environmental planning, private works, vacation care, home maintenance and modification.

## Government Grants

Council receives a Financial Assistance Grant and Pensioner Rebate Subsidy in addition to a range of special purpose grants that are applied for and received annually. These grants are expended on the specific program of works related to the grant.

## Investment Policy

The City of Ryde's Investment Policy is based on optimising returns from its investment portfolio. The key points of the Policy include the following:

- Definition of authorised investments
- Provides guidelines covering all aspects of undertaking investments on behalf of the City of Ryde.
- Details key performance benchmarks and reporting standards
- Compliance with the Minister's Investment Order

The City of Ryde has set a budget target to achieve 0.8% above the 90 day BBSW Index.

As part of its investment policy, the City of Ryde has reviewed its investment strategy, specifically in relation to the type of investment that it will invest in and the duration of the investment. Whilst the policy had allowed longer term investment, since the fallout from the Global Financial Crisis (GFC) in 2008/09, Council had scaled back on both the type of investment and the duration.

Council now has a more balanced portfolio of investments with approximately 20% of its minimum investment pool spread between three and five years. This is allowing Council to achieve better returns over the next three to five years.

## Loan Borrowings

The City of Ryde is estimated to have a debt service ratio of 1.23% with \$6.22 million projected to be outstanding as at 30 June 2015.

The City of Ryde believes that loan borrowings for renewal of assets should be determined by the category of asset, taking into account the issue of intergenerational equity. This will be further explored in the Asset Management Plans for each category of assets.

In the current Four Year Delivery Plan, it is proposed to borrow funds for Phase 2 of the Children's Play Implementation Plan, which is also subject of an application for an interest subsidy of 3% under the Local Infrastructure Renewal Scheme (LIRS) - Round Three.

## Borrowing Capacity

Whilst Council has a low Debt Service Ratio (DSR) its funds are fully utilised for either operational or capital expenditure. Should the Council seek to borrow additional funds, or if this is factored into the LTFP, then Council will need to either increase its income, through additional rates or other income, or it will have to cut other costs in either the operational or capital areas.

Council does not have the capacity to repay any loans on its current spending patterns. The two loans that have been factored into the Delivery Plan, have been done so on the basis that the loan repayments, both principal and interest, minus the loan interest subsidy, were taken for funds originally earmarked for the Renewal of Playground Equipment. This has meant that the program of replacement has been accelerated, not increased.

## Reserves

Council has a number of internal reserves, i.e. cash that has been restricted for a specific purpose, which is used to manage operational funding.

Council has external reserves for:

- Developer contributions (\$94)
- Domestic Waste management
- Specific purpose reserves

## Section 94 Contributions

Contributions are collected under the provisions of Section 94 of the Environmental Planning and Assessment (EPA) Act 1991.

Council has obligations to provide facilities from the contributions provided by developers which may be expended only for the purposes for which the contributions were required. Council however, may within each area of benefit, apply contributions according to the priorities established in the relevant contributions plans and accompanying works schedules.

Council has seven section of its current Section 94:

- Community Facilities
- Open Space and Recreation
- Civic and Urban Improvements
- Traffic Works
- Cycleways
- Stormwater Management
- Section 94 Plan Administration

These plans are currently under review. Council is considering changing to a Section 94A Plan, which will allow greater flexibility to the spending of funds, with some being capable of being allocated to Renewal works, which would allow Council to tackle some of the backlog when funds are available.

## Significant Constraints

Council does not have any significant outstanding financial liabilities that have not been disclosed in its Annual Report.

# Future State

## Optimisation of assets

Council has set, as one of its objectives, over the next few years, to review the use of its assets, and where possible, to optimise the use of those assets, with a view to consolidating its holdings of assets to those required to undertake the services to meet the Outcomes in the Community Strategic Plan, as defined in the Delivery Plan and Operational Plan.

## Local Government Services

The range of services provided by Local Government is broad and is defined in Section 24 of the Local Government Act, 1993. This broad interpretation can be, and is, applied very differently by individual Councils, thereby also creating variances on their on-going financial sustainability.

Local Government generally is continually balancing the range and standards of services provided to managing the expectations of its community and key stakeholders, including business and various Government agencies.

The City of Ryde is no different and believes, given all the constraints, it delivers 'value for money' to its community. However, as previously identified there are many areas/projects that the Council has identified that need to be addressed.

There are also examples where Local Government's role and formal responsibilities are not clear which creates potential overlap in the provision of services with other levels of Government and organisations. Particular examples are in the areas of the environment, roads and traffic, community safety, development approvals process, libraries and community services. This results in operational inefficiencies together with frustrations and delays.

Council has supported the examination of more vigorous ways in which to bring about genuine resource sharing and regional partnerships between Councils, State Government agencies and key stakeholders.

## Commercial opportunities

Council has set, as one of its objectives, over the next few years, to review each of the opportunities that are available to it that are of a commercial nature. Council is seeking to increase its revenue base by means other than rates, and commercial opportunities are the means to achieve this.

Some of the ideas that are already being investigated are:

- The escalation of the Porter's Creek Depot area as a regional building waste recycling depot
- Review of operational land with a view to determine the highest and best use of the property to provide council with an ongoing income stream
- The implementation of the computerised solution for its project methodology (PMCoR) that is capable of being sold to other councils for a profit

- The continued use of the computerised solution for its corporate performance reporting (CPR) which incorporates the quarterly and annual reporting processes, that is then capable of being sold to other councils for a profit
- Commercial advertising on some of Council's buildings, especially those that are in prominent highway positions, such as the pedestrian bridges.



## Productivity improvements

When setting the rate peg for each year IPART applies a discount factor, so that Council's budget is cut in real terms, i.e. its spending power is reduced because the amount of increase of revenue is less than its costs increases.

To try and also get better productivity improvements, Council has, for the last four budget years, applied a zero CPI increase over its Base Budget for items that are of a discretionary nature, such as overtime, materials etc. This also represents a reduction in real terms of those budget items.

Council has developed a system and is implementing this from 1 July 2014 that will allow Council to measure, track, monitor and improve Unit Rates for the services that it delivers across the Council. By undertaking this, managers will be able to look at ways of driving their unit rates down and therefore have direct productivity improvements.

Council has also undertaken an extensive review of its overhead allocation modelling, created a modelling of National Competition Policy costs, which will give Council its "true cost" of services, so that it will be able to accurately measure the inherent Community Service Obligation (CSO) that forms part of the fees and charges that it sets. This new modelling will be completed by 30 June 2015, with the systemisation of it to be undertaken during the 2015/2016 financial year.

## Best Value Reviews

Council has identified key business processes that are recommended to be reviewed in bringing about productivity gains and more efficient processes for service delivery to our community. Each year Council undertakes up to two Best Value Reviews.

## Service delivery

As we become better at planning the works to be done in conjunction with the Delivery Plan and Operational Plan, Council will be able to look at ways of improving its service delivery and it is anticipated that as technology changes newer and faster ways of delivering services will become available.

Those improved service delivery models will then be incorporated into future iterations of the LTFP.

## Service levels

Following the local government elections in September 2016, the new Council will review the Community Strategic Plan, Resource Strategy, Delivery Plan and Operational Plan. Part of that review will include community consultation in relation to the plans. Inherent in that is the service level that the community is prepared to pay for from rates.

This review will then set the benchmark for service levels for the ensuing four years.

# Challenges

## Increasing Resource Pressures

For the Four Year Delivery Plan 2014-2018, including the One Year Operational Plan 2014/2015, draft discussion papers were prepared, for Councillors' consideration, further reinforcing issues related to the pressures on Council's Infrastructure that cover the following areas:

- Infrastructure Challenges
- Parks and Open Space
- Traffic Management
- Local Government Amendment (Stormwater) Bill 2005
- Information Management and Technology
- Macquarie Park Corridor

The impact of State Government contributions on the City of Ryde is estimated to be in excess of \$8.6 million, per annum. This takes into account such costs as the contribution for emergency services, the Sydney Regional Development Fund, street lighting costs, the waste development tax, infringement processing fees and worker's compensation insurance.

## Resource Sharing/Partnerships

The City of Ryde has been very active in promoting partnerships between neighbouring Councils, individually and as members of the Northern Sydney Region Organisation of Councils (NSROC). Council has built strong links with its business community through the Ryde Business Forum, Macquarie Park Landowners Forum, a Memorandum of Understanding with Macquarie University and with a range of community groups in the Not-For-Profit (NFP) sector across our Local Government Area. Council has also entered into Public Private Partnerships and Voluntary Planning Agreements, where appropriate.

The City of Ryde for many years has provided a number of its facilities for the delivery of community based child care that are heavily subsidised by Council. Strong partnerships have also been formed with many of the educational facilities in the City of Ryde, especially TAFE and Macquarie University. There are many examples with Macquarie University that are currently in progress.

The City of Ryde has worked closely with all NSROC Councils over a number of years, in sharing resources across all areas of operation to identify improvements, where economies of scale can be achieved in the delivery of services. Through NSROC, significant benefits through joint purchasing arrangements have been achieved. A key partnership with Hunters Hill Council was formed in 1957 with the City of Ryde providing library services to the Hunters Hill Council and its community. This service has been very successful and is well respected by both the Hunters Hill and the City of Ryde communities.

The City of Ryde also provides other key facilities to adjoining Council's communities such as libraries, parks and the Ryde Aquatic Leisure Centre and has undertaken the recycling of construction materials for both its own operations and neighbouring Councils. This initiative has realised significant financial and environmental outcomes.

## Future issues and opportunities

It is acknowledged that this is the second revision of the LTFP. It requires significant work in further analysing and forecasting costs and resources as more information comes to hand, especially relating to the Asset Management Plan and Workforce Plan, when they are revised.

Council now has better information from which it can formulate possible strategies to improve Council's financial position. It is expected that in the future reviews, funding strategies will be developed and refined.

It is acknowledged that some of the condition data for some asset types was over six years old, a process has been undertaken to update this data for use in the revised asset management plans.

## Additional Revenue

Council will need to generate revenue in addition to the amounts forecast in the LTFP; this is shown in Option 2, as both additional rates, other sources of income and expenditure cuts for Council to achieve financial sustainability. Council has informed the community through a comprehensive engagement strategy about the options in Option B and C.

It should be noted that currently there is no strategy and no identified source for this extra revenue unless Council can obtain community and Council support and ultimately the Minister for Local Government's approval for additional special rate levies in the future.

## Options

The options of the LTFP are:

### Option A (Current State) – current spending pattern (Base Case)

This option takes into account no rate increases for the next 4 years other than the CPI, which currently is around 3%. This would mean no more investment in local infrastructure or facilities and would therefore lead to a reduction in service levels and possible cuts in services.

Rate pegging is an ongoing, permanent increase in rates and over the four years of the proposed SRV period, ending in 2018/2019, the cumulative estimated rate pegging amount will be 12.6% (\$133.58).

### Option B – Address annual renewal and maintenance funding gap

This option would be an average annual 7% rate increase for the next 4 years (including an estimated rate pegging increase of around 3%) to maintain services at their current level, and provide additional money for renewing Council's infrastructure. It would not be sufficient to undertake all repairs and maintenance needed, but would be enough to renew all assets that are rated as 'Condition 5' and some assets that are in 'Condition 4.'

The 7% increase over four years, commencing 1 July 2015, is proposed to be an ongoing permanent increase with a cumulative gross increase of 31.1%, over the four years ending in 2018/2019, with a net 18.5% increase more than Option A (rate pegging only).

It should be noted that this increase varies depending on the valuation of individual ratepayer properties (as detailed in Council's SRV brochure). The average residential dwelling ratepayer will experience a 28.7% (\$305.35) cumulative increase over the four year period, which results in a net increase of 16.1% (\$171.77) over the four years, after allowing for the 12.6% (\$133.58) of Option A (rate pegging only).

This is Council's preferred option.

### Option C – Asset Management

This option would be an average annual 12% rate increase for the next 4 years (including an estimated rate pegging increase of around 3%) to maintain services at their current level and provide further money for renewing Council's infrastructure. It would still not be sufficient to undertake all repairs and maintenance needed, but would be enough to renew all assets that are rated as 'Condition 5' and most assets that are in 'Condition 4.'

The 12% increase over four years, commencing 1 July 2015, is proposed to be an ongoing permanent increase with a cumulative gross increase of 57.4% over the four years ending in 2018/2019, with a net 44.8% more than Option A (rate pegging only).

It should be noted that this increase varies depending on the valuation of individual ratepayer properties (as detailed in Council's SRV brochure). The average residential dwelling ratepayer will experience a 64.4% (\$684.96) increase over the four year period, which results in a net increase of 51.8% (\$551.38) over the next four years, after allowing for the 12.6% (\$133.58) of Option A (rate pegging only).

Council has undertaken community consultation on the above three options, gauging their willingness to pay, and the majority response indicated a willingness to pay, but only to the 7% under Option B above.

Therefore the Delivery Plan, Operational Plan, Asset Management Plan, Workforce Plan and the Long Term Financial Plan will not contain details of Option C.

## Monitoring

New systems have been developed within Council's financial systems, so that the LTFP, Delivery Plan and Operational Plan can be monitored, tracked and measured.

## Improvement in financial position

Council is currently maintaining its minimum Working Capital level of \$3.0 million, which should be higher if the level of Internal Reserves drops.

Any future state would need to take into account the need for Council to maintain a sufficient level of Working Capital and that the minimum should be re-established at \$4.0 million over a period of time.

## Achieve/maintain operating surpluses

Council's Operating Result before Capital for the 2014/2015 is predicted to be a loss of \$10.53 million. Any future state would need to take this into account with an aim of this either being a surplus or breaking even. This would mean that Council would then be funding depreciation. With the change in the way depreciation is calculated, Council needs to fund the annual cost of renewals based on the total value of its assets over the useful life of the assets,

which is the equivalent of straight line depreciation. In doing this Council would therefore be able to afford renewal of assets as and when they fall due for renewal.

## Fair/equitable rating structure

The future state for the LTFP would include a fair and equitable rating structure, where the current 70/30 split of Ordinary Rates between Residential and Business would continue. It would take into account, where appropriate either Special Rates or Special Charges for general services that are more closely aligned to a User Pays basis.

An Infrastructure Renewal Special Rates has been modelled for Option B and 3, so that the additional funds are externally restricted and only used for the purpose for which they are raised, being Infrastructure Renewals.

As an example the Council could also consider a Special Charge or Rate for the amount that is paid to the State Government for the Emergency Services, so that rate payers are clear about what is collected on behalf of the State Government. The State Government has been reviewing how this is to be funded, but, as yet, not made a determination about how they should be levied.

## Maintain/improve service levels

The future state for the LTFP would take into account different options that would firstly look to maintain the current service levels and also improve service levels that are agreed to by the community, for which they are prepared to pay.

## Reliance on debt

The future state of the LTFP will only rely on debt for renewal of infrastructure where both the intergenerational question of payment for infrastructure is answered on an asset category by asset category and taking into account any dedicated income streams that can be earmarked for repayment of debt.

Debt will only be used for what would be considered one-off lumpy costs, such as the major renewal of a building. It could also be used for large major one-off infrastructure projects, such as the realignment of Parkes Street, Devlin Street and Blaxland Road.

Debt will also be considered in the purchase of income generating assets.

Debt will not be used for Infrastructure renewals, which should be funded on an annual basis.

## Increase funding of asset renewal

The future state of the LTFP will look at funding higher levels of asset renewal, which will allow Council to address the infrastructure renewal backlog and also undertake the required annual amount of infrastructure renewal.

This higher level of maintenance has been included in Option B and C.

## Full cost recovery on services

The future state of the LTFP will also show the full cost recovery of all services, then depending on Council's policy for setting of the fees for certain services, Council will be able to disclose and report on the true level of Community Service Obligation that is inherent in the fee that is set for a particular service.

# Appendices

## LTFP Financial Models

### Background

The LTFP is based on the Community Strategic Plan and the Outcome Framework, which includes Outcomes, Goals and Strategies, plus also Programs, SubPrograms and Accountabilities. Projects are detailed for the four year period to 2017/2018 and asset renewal and expansion beyond that to the end of the 10 year period, ending in 2023/2024.

The actual financial position for 2014/2015 will be used as the base year and recorded in the LTFP. The model will be populated with the budget information from the Delivery and Operational Plans for years 2014-2018. Future years are projected, taking into account various inflationary factors including adjustments for CPI for a number of indexes, including a wages index and the key future asset requirements identified by Council.

The options of the LTFP are:

### Option A (Current State) – current spending pattern (Base Case)

This option takes into account no rate increases for the next 4 years other than the CPI, which currently is around 3%. This would mean no more investment in local infrastructure or facilities and would therefore lead to a reduction in service levels and possible cuts in services.

Rate pegging is an ongoing, permanent increase in rates and over the four years of the proposed SRV period, ending in 2018/2019, the cumulative estimated rate pegging amount will be 12.6% (\$133.58).

### Option B – Address annual renewal and maintenance funding gap

This option would be an average annual 7% rate increase for the next 4 years (including an estimated rate pegging increase of around 3%) to maintain services at their current level, and provide additional money for renewing Council's infrastructure. It would not be sufficient to undertake all repairs and maintenance needed, but would be enough to renew all assets that are rated as 'Condition 5' and some assets that are in 'Condition 4'.

The 7% increase over four years, commencing 1 July 2015, is proposed to be an ongoing permanent increase with a cumulative gross increase of 31.1%, over the four years ending in 2018/2019, with a net 18.5% increase more than Option A (rate pegging only).

It should be noted that this increase varies depending on the valuation of individual ratepayer properties (as detailed in Council's SRV brochure). The average residential dwelling ratepayer will experience a 28.7% (\$305.35) cumulative increase over the four year period, which results in a

net increase of 16.1% (\$171.77) over the four years, after allowing for the 12.6% (\$133.58) of Option A (rate pegging only).

This is Council's preferred option.

### Option C – Asset Management

This option would be an average annual 12% rate increase for the next 4 years (including an estimated rate pegging increase of around 3%) to maintain services at their current level and provide further money for renewing Council's infrastructure. It would still not be sufficient to undertake all repairs and maintenance needed, but would be enough to renew all assets that are rated as 'Condition 5' and most assets that are in 'Condition 4'.

It should be noted that the detail for Option 3 has not been included, as it did not gain support from the Community during the community consultation on a Special Rating Variation.

The 12% increase over four years, commencing 1 July 2015, is proposed to be an ongoing permanent increase with a cumulative gross increase of 57.4% over the four years ending in 2018/2019, with a net 44.8% more than Option A (rate pegging only).

It should be noted that this increase varies depending on the valuation of individual ratepayer properties (as detailed in Council's SRV brochure). The average residential dwelling ratepayer will experience a 64.4% (\$684.96) increase over the four year period, which results in a net increase of 51.8% (\$551.38) over the next four years, after allowing for the 12.6% (\$133.58) of Option A (rate pegging only).

The Asset Management Plan, the Workforce Plan, the Community Strategic Plan, the Delivery Plan, the Operational Plan and this Long Term Financial Plan will all be reviewed by Council following the elections in September 2016.

The Current State (Base Case) can best be described as "what council does now", rather than what it can afford, as some of the spending patterns, if adhered to, will see Council's level of available funds, both in Reserves and Working Capital, deplete until Council may be considered financially unsustainable.

Some of the projects put forward in the next four years in the delivery plan, will not be able to be funded from the source of funds proposed.

# Option A

(Current State) - Current Spending Pattern (Base Case - rate pegging only)

The first year of the Current State is taken from the Delivery Plan and Operational Plan. The 2014/2015 year is then used as a basis to extrapolate the next nine years using the assumed indices outlined below.

The Current State assumes that services levels will not alter significantly over the next 10 years and that Council can contain expenditure within the assumed parameters.

## Assumptions - Option A (Current State)

The following assumptions have been used in the preparation of the financial expenditure and revenue figures for the Current State, based on the original budget for 2013/2014 as the starting point, indexed and additional adjustments made, depending on budget bids and other factors known.

## Rates and Annual Charges Revenue

Rates pegging depends upon political policy but has been loosely correlated with the CPI from the previous year over the last 10 years. Council has used the approved State increase of 2.30 percent for 2014/2015, 3.00 percent for 2015/2016 to 2018/2019 and a conservative 2.60 percent increase per year thereafter.

Year	% increase
1 - 14/15	2.30
2 - 15/16 to 5 - 18/19	3.00
6 - 19/20 to 10 - 23/24	2.60

## Domestic Waste Charges

Council has estimated an increase of 5.00 percent for 2014/2015, 15.00 percent for 2015/2016 and 5.00 percent increase per year thereafter.

Year	% increase
1 - 14/15	5.00
2 - 15/16	15.00
3 - 16/17 to 10 - 23/24	5.00

## Macquarie Park Special Rate

Council has estimated an increase of 2.30 percent for 2014/2015, and a conservative 2.60 percent increase per year thereafter.

Any funds not utilised for works in that area are transferred to a reserve and held there until used for that specific purpose.

Year	% increase
1 - 14/15	2.30
2 - 19/20 to 10 - 23/24	2.60



### User fees and charges

Council has estimated an increase of 3.80 percent for 2014/2015, 3.00 percent for 2015/2016 and a conservative 2.60 percent increase per year thereafter.

Year	% increase
1 - 14/15	3.80
2 - 15/16	3.00
3 - 16/17 to 10 - 23/24	2.60

### Investment Income

The return on the investments of Council is based on maintaining the approximately the same level of investments. It is based on the original budget for investment income in 2013/14. Better metrics around the amount of investment income generated, will be modelled in future iterations of the LTFP. For now the following CPI index has been used.

Year	% increase
1 - 14/15	3.00
2 - 15/16	3.00
3 - 16/17 to 10 - 23/24	2.60

### Operating Grants & Contributions

The operating grants and contributions are based on the known recurring grants that Council receives each year for items under the Base Budget. Funding from Non-Capital Projects has only been included for the duration of the project.

Year	\$'000
1 - 14/15	6,563
2 - 15/16	6,757
3 - 16/17	6,933
4 - 17/18	7,143
5 - 18/19	7,329
6 - 19/20	7,519
7 - 20/21	7,715
8 - 21/22	7,915
9 - 22/23	8,121
10 - 23/24	8,332

### Other Revenues

Council has estimated an increase of 3.0 percent for 2014/2015 and a targeted 2.60 percent increase per year thereafter.

Year	% increase
1 - 14/15	3.00
2 - 16/17 to 10 - 23/24	2.60

### Capital Contributions

Capital contributions have only been included where they are known or certain. Section 94 contributions have not been budgeted, as Council now only brings them to account when received. Projected works for the first year in the operational plan only include expenditure to the equivalent of the funds received to date and on hand.

No increase in capital contributions has been allowed in the LTFP. The following are the known amounts of contributions for the capital works that have been allowed in the delivery plan.

Year	\$'000
1 - 14/15	424
2 - 15/16	884
3 - 16/17	474
4 - 17/18	474
5 - 18/19	469
6 - 19/20	482
7 - 20/21	494
8 - 21/22	507
9 - 22/23	520
10 - 23/24	534

### Employee costs

Council has used the negotiated Award change, 3.25% for 2014/2015 and estimated an increase of 2.60 percent per year from 2015/16 onwards.

Year	% increase
1 - 14/15	3.25
4 - 15/16 to 10 - 23/24	2.60

Council budgets only the approved Budgeted FTE each year, so if positions are taken out or added they are included in the first year only, and then their costs are continued with indexing.

Where future changes as described in the Workforce Plan (WFP) are known, these are included in the appropriate year of the LTFP.

## Material and Contracts

Council has estimated an increase of 3.00 percent per year for 2014/2015 and 2013/14 and a conservative 2.60 percent increase per year thereafter.

The increase is no higher than the CPI index, as Council needs to find productivity gains from the resources consumed by Council, as a significant proportion of expenditure related to construction and oil-based products such as the bitumen used in sheeting roads.

Council cannot continue to allow costs such as these to continue to spiral out of control, and has to limit their increase, which may result in a reduction of the level of service provided by Council.

Year	% increase
1 - 14/15	3.00
4 - 15/16 to 10 - 23/24	2.60

## Contractors - Concrete Works and External Roadworks

Council has estimated an increase of 6.00 percent per year for 2014/2015 and 2013/14 and a conservative 2.60 percent increase per year thereafter.

Year	% increase
1 - 14/15	6.00
4 - 15/16 to 10 - 23/24	2.60

## Borrowing Costs

The outstanding loans as at 30 June 2014 are projected to be:

Loan	Amount	Term	Rate	Amount outstanding 30 June 14
Tunnel variable	\$6,825,903	15 years	6.20%	\$3,904,838
Children's Play Equipment - Phase 1	\$1,500,000	10 years		\$1,500,000
Surf Attraction	\$1,200,000	7 years		\$1,200,000

The interest payable based on the commitments for the current outstanding loans will be:

Year	\$'000
1 - 14/15	203
2 - 15/16	175
3 - 16/17	152
4 - 17/18	124
5 - 18/19	91
6 - 19/20	61
7 - 20/21	43
8 - 21/22	28
9 - 22/23	18
10 - 23/24	8

## Depreciation

Depreciation is charged on a condition basis, using five straight-lines, calculated by multiplying the cost of the assets within each condition rating by the depreciation for that condition rating. The depreciation rate is based upon the loss of useful life of the asset, during the period that it remains within that condition rating.

The cost is based on the current depreciable asset or deemed value balance projected forward by capital spending (including future CAPEX from four year delivery plan and one year operational plan forecasts) and assumed disposals.

The useful lives, over which assets are depreciated, for the major asset groups are:

Asset Category	Useful life (years)					Total
	1	2	3	4	5	
Buildings - Specialised/Non Specialised	10	60	20	5 - 10	1 - 5	96 - 100
Draining assets	5 - 20	15 - 130	10 - 40	5 - 15	5 - 10	40 - 200
Land Improvements	5	5	5	5	5	25
Other assets	1 - 5	1 - 25	1 - 10	1 - 5	1 - 5	5 - 50
Other structures	5 - 20	5 - 80	2 - 40	3 - 15	5	20 - 150
Plant and equipment						2 - 20
Road assets - roads, bridges and footpaths	5 - 20	2 - 130	2 - 50	3 - 20	5 - 20	17 - 200

Asset Category	Depreciation (%)					Total
	1	2	3	4	5	
Buildings - Specialised/Non Specialised	0.50%	0.83%	1.25%	1.50 - 3.00%		0.50 - 3.00%
Draining assets	0.25 - 1.00%	0.38 - 1.67%	0.63 - 3.00%	1.00 - 7.00%		0.25 - 7.00%
Land Improvements	1.0%	9.00%	5.00%	3.00%	2.0%	1.00 - 9.00%
Other assets	1.00 - 5.00%	1.40 - 20.00%	2.00 - 30.00%	7.00 - 50.00%		1.00 - 50.00%
Other structures	0.25 - 1.00%	0.63 - 2.00%	0.63 - 5.00%	1.00 - 23.33%		0.25 - 23.33%
Plant and equipment						5.0 - 20.00%
Road assets - roads, bridges and footpaths	0.25 - 1.67%	0.38 - 5.00%	0.50 - 5.00%	0.75 - 23.33%		0.25 - 23.33%

The depreciation levels for the 2014/2015 to 2017/2018 are based on the Draft Delivery and Operational Plans.

Depreciation has been estimated in 2014/2015 at \$15.08 million rising to \$21.07 million in 2023/2024. This is down from the 2013/2014 budgeted amount of \$21.20 million.

When the Asset Management Plans are fully developed are more accurate depreciation forecast will be undertaken.

Year	\$'000
1 - 14/15	15,088
2 - 15/16	15,758
3 - 16/17	16,161
4 - 17/18	16,849
5 - 18/19	17,360
6 - 19/20	18,219
7 - 20/21	18,677
8 - 21/22	19,587
9 - 22/23	20,093
10 - 23/24	21,076

### Insurance

Council has estimated an increase of 4.00 percent for 2014/2015, and a conservative 2.60 percent increase per year thereafter.

Year	% increase
1 - 14/15	4.00
2 - 15/16 to 10 - 23/24	2.60

### IT Licensing Costs

Council has estimated an increase of 4.00 percent for 2014/2015, and a conservative 2.60 percent increase per year thereafter.

Year	% increase
1 - 14/15	4.00
2 - 15/16 to 10 - 23/24	2.60

### Electricity

Council has estimated an increase of 8.00 percent for 2014/2015, 5.00 percent for 2015/16 and a rolling percentage each year, with a sharp increase every four years of 8.00 percent in the year that Council comes off the latest contract.

Year	\$'000
1 - 14/15	8.00
2 - 15/16	5.00
3 - 16/17	3.00
4 - 17/18	5.00
5 - 18/19	8.00
6 - 19/20	5.00
7 - 20/21	3.00
8 - 21/22	5.00
9 - 22/23	8.00
10 - 23/24	5.00

### Street Lighting

Council has estimated an increase of 8.00 percent for 2014/2015, 5.00 percent for 2015/16 and a rolling percentage each year, with a sharp increase every four years of 8.00 percent in the year that Council comes off the latest contract.

Year	\$'000
1 - 14/15	8.00
2 - 15/16	5.00
3 - 16/17	3.00
4 - 17/18	5.00
5 - 18/19	8.00
6 - 19/20	5.00
7 - 20/21	3.00
8 - 21/22	5.00
9 - 22/23	8.00
10 - 23/24	5.00

### Telecommunications

Council has estimated an increase of 2.60 percent for 2014/2015, 2.60 percent for 2015/16 and a rolling percentage each year, with a sharp increase every three years of 15.00 percent in the year that Council comes off the latest contract.

Year	\$'000
1 - 14/15	2.60
2 - 15/16	2.60
3 - 16/17	15.00
4 - 17/18	2.60
5 - 18/19	2.60
6 - 19/20	15.00
7 - 20/21	2.60
8 - 21/22	2.60
9 - 22/23	2.60
10 - 23/24	2.60

## Waste Development Tax

Council has estimated an increase of the rate for the Waste Development tax as \$10 plus CPI over the previous year's rate.

Year	Rate \$	% increase
1 - 14/15	122.10	12.53
2 - 15/16	135.50	10.97
3 - 16/17	149.30	10.18
4 - 17/18	163.40	9.44
5 - 18/19	177.90	8.87
6 - 19/20	192.80	8.38
7 - 20/21	208.10	7.94
8 - 21/22	223.80	7.54
9 - 22/23	239.90	7.19
10 - 23/24	256.40	6.88

## Other Costs

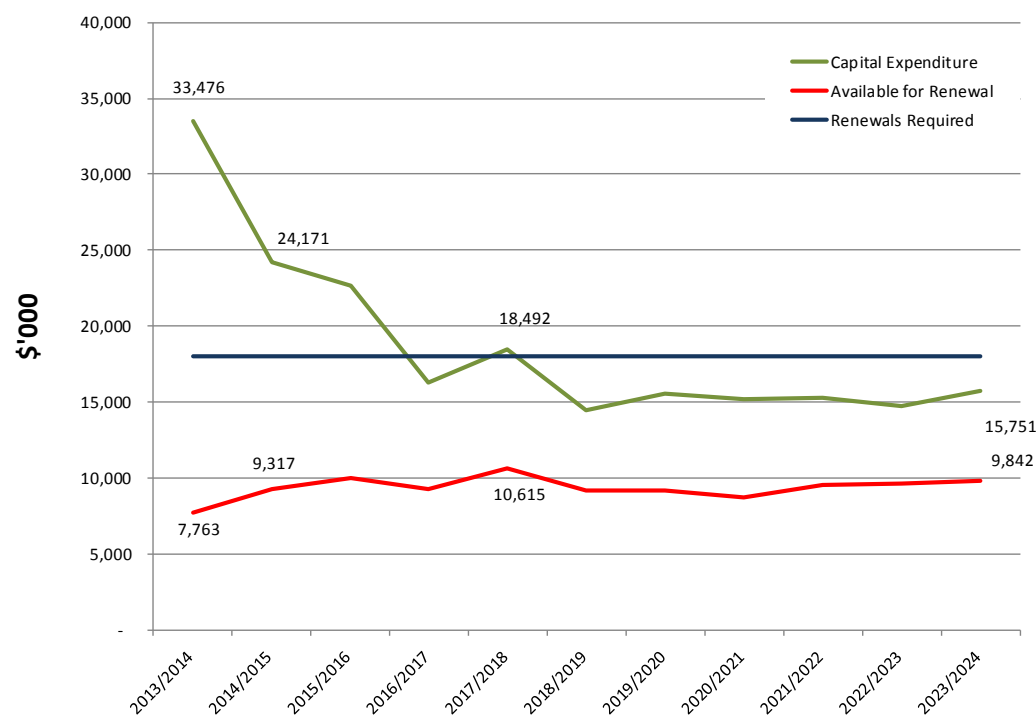
Council has estimated an increase of 3.00 percent for 2014/2015 and a conservative 2.60 percent increase per year thereafter.

Year	% increase
1 - 14/15	3.00
4 - 15/16 to 10 - 23/24	2.60

## Capital Works Program

The capital expenditure estimated in the Current State has been projected from the budget bids for the 2014/2018 Delivery Plan. The Infrastructure and Building Renewals expenditure is approximately \$7.69 million per year and Other Renewals, Expansion or New Works is \$9.56 million per year (due to funding sources), giving a total of \$17.25 million per year, on average over the next 10 years.

**Graph 2: Council Capital Expenditure - Current State (rate pegging only)**



## Reserves

The LTFP forecasts the level of the reserves held by Council, by the reserve itself and grouped into Internal and External Reserves. The detail use of each of the reserves is shown in the annexures.

What this shows is that on the present rate of spending on operating and capital works the level of internally restricted reserves will diminish from \$21.46 million as at 30 June 2015 to only \$3.65 million as at 30 June 2022, with some reserves being overspent and funded from other reserves as internal loans.

Externally restricted reserves will grow over that same period from \$17.39 million as at 30 June 2015 to \$21.56 million as at 30 June 2022, most of which will belong to the Macquarie Park Special Rate, as the full scope of works under that special rate have not yet been determined, so the funds are projected to be put aside until the exact works are identified and agreed to.

The following are the impacts on the individual reserves in the LTFP:

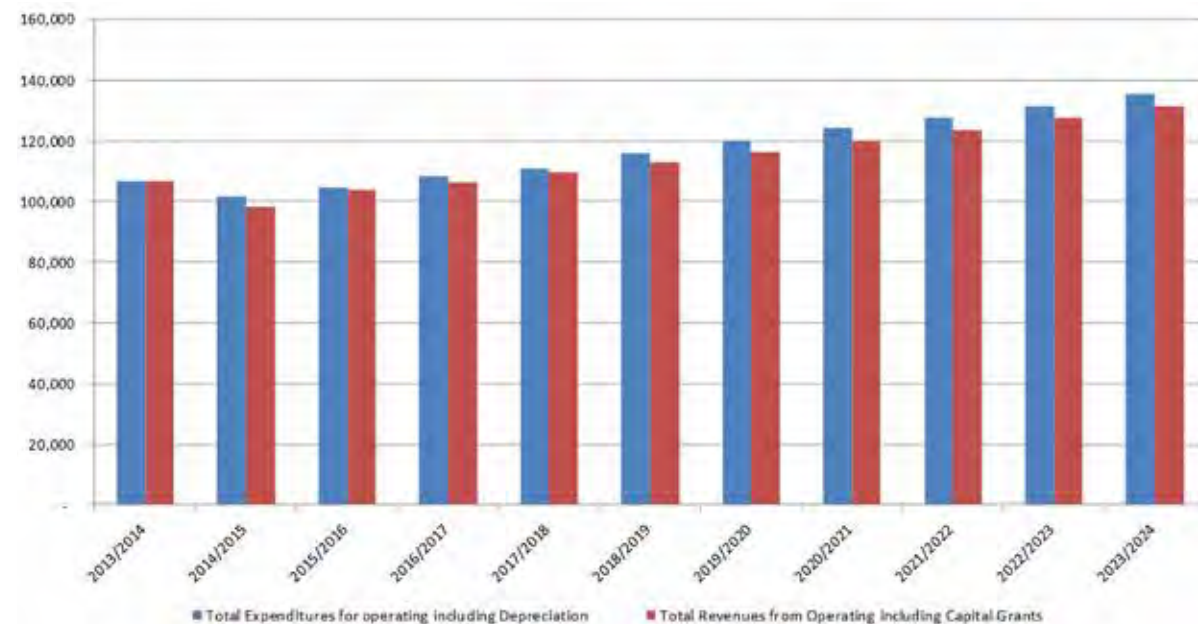
- Macquarie Park Corridor Special Rate - at the present level of expenditure and the forecast increase in the rate, this reserve is forecast to increase over the next 10 years. This is mainly due to the exact works that are to be done from that source of funds are not fully known and the funds will be put aside until the works are known and agreed to

- Stormwater Management Charge - at the present level of expenditure is forecast to become overdrawn, which is due to other Stormwater works only being funded to 11% out of Section 94 reserve
- Unexpended Grants - these are funds that have been received and have not been fully expended, this will reduce over time as the funds are used or returned to the funding body.

### Financial Impact - Option A (Current State)

The financial impact of the Current State is that Council's operating expenditure exceeds the operational revenue it is receiving in all years of this LTFP.

**Graph 3: Revenue & Expenditure - Option A (Current State)**



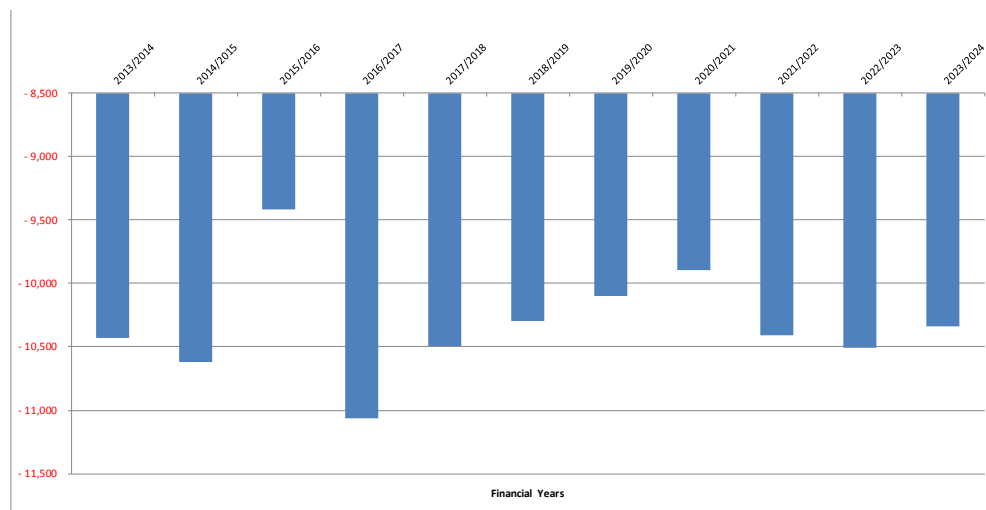


The graph highlights the operational revenue is not sufficient to meet the operational expenditure. Over time a growing income gap results from the increasing annual deficit due to the level of additional expenditure exceeding any additional income.

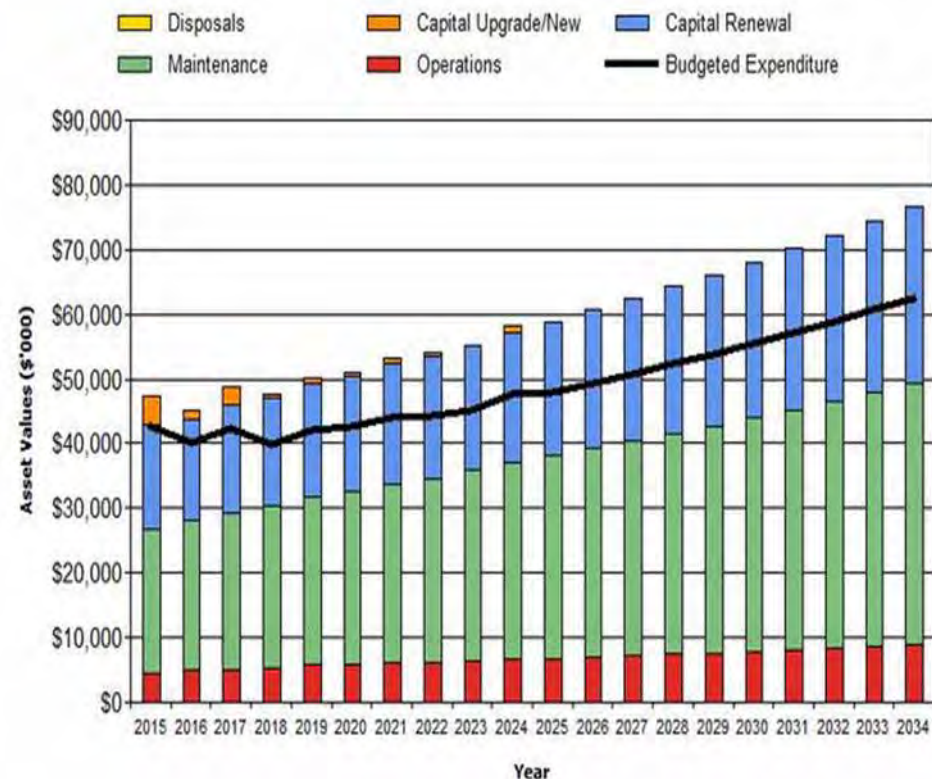
Capital is funded from capital grants and contributions as well as some of the depreciation collected through the operating budget. The funding is slightly greater than the estimated capital expenditure on operational, renewal and new work capital projects.

Overall, the Council is faced with an income gap with both operational and capital expenditure exceeding the revenue available.

**Graph 4: Income Gap - Current State**



**Graph 5: Income Gap - Current State (rate pegging only)**



To be sustainable Council will need to fund this deficit but because of the growing income gap.

In addition to this deterioration of its financial position, if the current underspending on existing infrastructure assets continues, as modelled in the Current State (Base Case); Council's ability to continue to offer services (such as roads and drainage) will diminish to the extent that services will be required to be reviewed and consideration of the level of service that can be provided in the future may have to be reduced.

This clearly demonstrates that Council will be expending beyond its means if substantial changes do not occur.

The financial statements are attached – Financial Statements – Current State (Base Case).

### Sensitivity on Option A (Current State)

Sensitivity analysis has not been done on the Current State, as this will be factored in once the Asset Management Plan and Workforce Plan are completed. These will be reviewed by the new Council following the Council elections in September 2016, by which time better detailed modelling; including sensitivity modelling will be available.

Known areas of concern are:

- Wages and salaries. This will be addressed through the Workforce Plan and therefore will need to flow into the LTFFP
- Materials and contracts. As Council has a limited resource pool, shifts in this will impact the level of service that can be delivered within the budget available.

### Financial Reports

On the following pages are the financial reports for the LTFFP – Base Case, including a dissection of the Operating Result by Fund.

The following funds are shown:

- General Revenue. This relates to User Charges, Fees and Rates that are not tied to a specific need, such as Special Rates, or a self-funded business activity of Council
- Commercial Waste. This is separated to show the profitability of this business activity. Surplus funds from this are used towards General Revenue Projects
- Domestic Waste. This is externally restricted in accordance with the Local Government Act, and profit is held within the Externally Restricted Reserves and cannot be used for any other purpose without Ministerial Approval
- Home Modification. This is externally grant funded, and any surplus funds are held in an unexpended grants reserve, specifically for this purpose
- Investment Property. This is a business activity of Council. Surplus funds can be used towards General Revenue Projects
- Plant Fund. This is internally restricted to ensure that a surplus is generated to replace Council's Plant and Fleet when they come due for replacement. This had been supplemented from General Revenue with a transfer to the Reserve, but this has since been removed and the Internal Plant Hire rates adjusted accordingly
- RALC. This is the Ryde Aquatic Leisure Centre and any surplus is restricted to be used for the purpose of Asset Renewal at the Ryde Aquatic Leisure Centre.

In Option B, externally restricted operational rates, charges and contributions are also isolated from General Revenue, to ensure that amount that shows as available for Capital, is truly reflective of the actual cash position of General Revenue.

This covers rates, charges and contributions, such as the Macquarie Park Special Rate, the Stormwater Management Charge.

Long Term Financial Plan Consolidated		2014/2015 to 2023/2024 Base Scenario - Current State										
Council of the City of Ryde		Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME STATEMENT												
REVENUE FROM CONTINUING OPERATIONS												
Rates and annual charges		63,367	66,100	69,921	72,191	74,542	76,978	79,503	82,119	84,830	87,641	90,556
User charges and fees		13,523	14,825	15,211	15,606	16,012	16,429	16,856	17,294	17,744	18,205	18,678
Interest and investment revenue		3,820	3,347	3,434	3,523	3,615	3,709	3,805	3,904	4,006	4,110	4,217
Other revenues		7,651	7,061	7,329	7,550	7,776	7,978	8,186	8,399	8,617	8,841	9,071
Grants & contributions - Operating		6,089	6,563	6,757	6,933	7,143	7,329	7,519	7,715	7,915	8,121	8,332
Grants & contributions - Capital		12,206	424	884	474	474	469	482	494	507	520	534
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		106,657	98,321	103,536	106,277	109,562	112,892	116,350	119,924	123,619	127,438	131,387
EXPENSES FROM CONTINUING OPERATIONS												
Employee benefits and on-costs		39,077	42,666	43,478	45,499	46,492	49,816	51,111	52,440	53,803	55,202	56,637
Borrowing costs		190	234	236	202	178	142	108	82	60	41	21
Materials and contracts		29,576	26,634	26,817	27,319	26,939	27,140	27,845	29,220	29,312	30,074	30,857
Depreciation and amortisation		21,244	15,088	15,785	16,161	16,849	17,360	18,219	18,677	19,587	20,093	21,076
Impairment												
Other expenses		16,400	17,224	18,128	19,320	20,252	21,291	22,700	23,670	24,730	25,921	27,050
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		106,487	101,845	104,444	108,501	110,710	115,749	119,983	124,088	127,492	131,332	135,641
OPERATING RESULT FROM CONTINUING OPERATIONS												
		170	-3,525	-908	-2,224	-1,149	-2,857	-3,633	-4,164	-3,873	-3,893	-4,254
OPERATIONS												
NET OPERATING RESULT FOR THE YEAR												
		170	-3,525	-908	-2,224	-1,149	-2,857	-3,633	-4,164	-3,873	-3,893	-4,254
Attributable to:												
Council		170	-3,525	-908	-2,224	-1,149	-2,857	-3,633	-4,164	-3,873	-3,893	-4,254
Minority interests												
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS												
		-12,036	-3,948	-1,792	-2,698	-1,622	-3,326	-4,114	-4,658	-4,380	-4,414	-4,787
"Cash" generated towards capital works												
		9,208	11,140	13,993	13,463	15,227	14,034	14,104	14,019	15,207	15,679	16,289



# Long Term Financial Plan Consolidated

# 2014/2015 to 2023/2024 Base Scenario - Current State

Council of the City of Ryde	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>	<i>Opening</i>										
Cash and cash equivalents	15,805	14,858	12,974	11,791	11,539	11,268	11,474	11,699	11,997	12,492	13,183
Investments	46,450	43,668	38,130	34,654	33,912	33,117	33,721	34,383	35,261	36,713	38,745
Receivables	5,708	6,102	6,239	6,329	6,299	6,257	6,205	6,145	6,078	6,002	5,918
Inventories	196	196	196	196	196	196	196	196	196	196	196
Other	830	830	830	830	830	830	830	830	830	830	830
Non-current assets classified as held for sale	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620
<b>TOTAL CURRENT ASSETS</b>	<b>71,609</b>	<b>68,274</b>	<b>60,990</b>	<b>56,421</b>	<b>55,397</b>	<b>54,289</b>	<b>55,046</b>	<b>55,874</b>	<b>56,983</b>	<b>58,854</b>	<b>61,492</b>
<b>NON-CURRENT ASSETS</b>											
Investments	29,622	27,848	24,316	22,100	21,626	21,119	21,504	21,927	22,486	23,413	24,708
Receivables	1,004	1,073	1,097	1,113	1,108	1,101	1,091	1,081	1,069	1,056	1,041
Inventories											
Infrastructure, property, plant and equipment	1,912,142	1,922,330	1,930,488	1,936,274	1,935,487	1,936,130	1,932,177	1,928,467	1,923,904	1,918,466	1,911,990
Investments accounted for using equity method											
Investment property											
Intangible assets											
Other											
<b>TOTAL NON CURRENT ASSETS</b>	<b>1,942,768</b>	<b>1,951,251</b>	<b>1,955,902</b>	<b>1,959,487</b>	<b>1,958,221</b>	<b>1,958,349</b>	<b>1,954,773</b>	<b>1,951,475</b>	<b>1,947,459</b>	<b>1,942,935</b>	<b>1,937,740</b>
<b>TOTAL ASSETS</b>	<b>2,014,377</b>	<b>2,019,525</b>	<b>2,016,892</b>	<b>2,015,908</b>	<b>2,013,618</b>	<b>2,012,638</b>	<b>2,009,819</b>	<b>2,007,349</b>	<b>2,004,442</b>	<b>2,001,789</b>	<b>1,999,232</b>
<b>CURRENT LIABILITIES</b>											
Payables	15,265	17,403	16,826	16,858	16,891	17,176	17,304	17,935	18,656	19,128	19,703
Borrowings	527	885	978	1,009	1,046	1,086	490	513	328	343	358
Provisions	10,032	10,032	10,813	11,667	12,536	13,446	14,376	15,372	16,395	17,443	18,520
<b>TOTAL CURRENT LIABILITIES</b>	<b>25,824</b>	<b>28,320</b>	<b>28,617</b>	<b>29,534</b>	<b>30,473</b>	<b>31,709</b>	<b>32,170</b>	<b>33,821</b>	<b>35,379</b>	<b>36,914</b>	<b>40,010</b>
<b>NON-CURRENT LIABILITIES</b>											
Payables											
Borrowings	2,895	4,747	5,269	4,260	3,214	2,127	1,637	1,124	796	453	94
Provisions		782	853	870	910	930	996	1,022	1,049	1,076	1,104
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>2,895</b>	<b>5,528</b>	<b>6,122</b>	<b>5,129</b>	<b>4,124</b>	<b>3,057</b>	<b>2,634</b>	<b>2,146</b>	<b>1,844</b>	<b>1,529</b>	<b>1,198</b>
<b>TOTAL LIABILITIES</b>	<b>28,719</b>	<b>33,848</b>	<b>34,739</b>	<b>34,663</b>	<b>34,597</b>	<b>34,766</b>	<b>34,804</b>	<b>35,967</b>	<b>37,223</b>	<b>38,443</b>	<b>41,238</b>
<b>NET ASSETS</b>	<b>1,985,658</b>	<b>1,985,677</b>	<b>1,982,153</b>	<b>1,981,244</b>	<b>1,979,020</b>	<b>1,977,872</b>	<b>1,975,015</b>	<b>1,971,383</b>	<b>1,967,219</b>	<b>1,963,346</b>	<b>1,959,453</b>
<b>EQUITY</b>											
Retained earnings	1,725,150	1,725,170	1,721,645	1,720,737	1,718,513	1,717,364	1,714,508	1,710,875	1,706,711	1,702,838	1,698,945
Revaluation Reserves	260,507	260,507	260,507	260,507	260,507	260,507	260,507	260,507	260,507	260,507	260,507
Council equity interest	1,985,658	1,985,677	1,982,153	1,981,244	1,979,020	1,977,872	1,975,015	1,971,383	1,967,219	1,963,346	1,959,453
Minority equity interests											
<b>TOTAL EQUITY</b>	<b>1,985,658</b>	<b>1,985,677</b>	<b>1,982,153</b>	<b>1,981,244</b>	<b>1,979,020</b>	<b>1,977,872</b>	<b>1,975,015</b>	<b>1,971,383</b>	<b>1,967,219</b>	<b>1,963,346</b>	<b>1,959,453</b>

# Long Term Financial Plan Consolidated

# 2014/2015 to 2023/2024 Base Scenario - Current State

Council of the City of Ryde	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>FINANCIAL INDICATORS</b>											
Unrestricted Current Ratio	3.56	3.57	3.56	3.59	3.63	3.88	3.80	3.71	3.77	3.77	3.90
Debt Service Ratio	0.94%	1.23%	1.27%	1.23%	1.20%	1.17%	0.55%	0.53%	0.34%	0.32%	0.31%
Rates & Annual Charges Coverage Ratio	72.09%	82.31%	82.22%	82.61%	82.65%	82.74%	82.82%	82.90%	82.98%	83.06%	83.14%
Buildings and infrastructure renewals ratio	45.04%	56.58%	64.44%	51.25%	54.26%	54.34%	53.87%	54.01%	49.19%	47.50%	46.75%
Operating Surplus Ratio (as per AIFMG Manual)	-12.74%	-4.03%	-1.75%	-2.55%	-1.49%	-2.96%	-3.55%	-3.90%	-3.56%	-3.48%	-3.66%
Operating Income (as per AIFMG Manual)	94,451	97,897	102,652	105,803	109,088	112,423	115,868	119,430	123,112	126,918	130,854
Operating Expenses (as per AIFMG Manual)	106,487	101,845	104,444	108,501	110,710	115,749	119,983	124,088	127,492	131,332	135,641
Operating surplus / deficit	-12,036	-3,948	-1,792	-2,698	-1,622	-3,326	-4,114	-4,658	-4,380	-4,414	-4,787
Net Financial liabilities	-52,525	-40,681	-33,881	-32,480	-30,738	-31,895	-32,042	-32,521	-34,175	-36,856	-39,205
Net Financial Liabilities Ratio	-55.61%	-41.55%	-33.01%	-30.70%	-28.18%	-28.37%	-27.65%	-27.23%	-27.76%	-29.04%	-29.96%



# Long Term Financial Plan Consolidated

# 2014/2015 to 2023/2024 Base Scenario - Current State

Council of the City of Ryde	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CASH AND INVESTMENT SPLIT</b>	<b>Opening</b>										
Cash and cash equivalents	15,805	14,858	12,974	11,791	11,539	11,268	11,474	11,699	11,997	12,492	13,183
Investments	46,450	43,668	38,130	34,654	33,912	33,117	33,721	34,383	35,261	36,713	40,669
Investments - NC	29,622	27,848	24,316	22,100	21,626	21,119	21,504	21,927	22,486	23,413	25,935
<b>TOTAL CASH AND INVESTMENT SPLIT</b>	<b>91,876</b>	<b>86,373</b>	<b>75,420</b>	<b>68,545</b>	<b>67,077</b>	<b>65,504</b>	<b>66,699</b>	<b>68,009</b>	<b>69,744</b>	<b>72,618</b>	<b>80,442</b>
<b>TOTAL CASH AND RECEIVABLES</b>	<b>93,548</b>	<b>82,757</b>	<b>75,987</b>	<b>74,484</b>	<b>72,862</b>	<b>73,995</b>	<b>75,236</b>	<b>76,891</b>	<b>79,676</b>	<b>83,595</b>	<b>87,291</b>
<b>FORECASTED CASH</b>											
Opening Balance	91,876	86,373	75,420	68,545	67,077	65,504	66,699	68,009	69,744	72,618	76,636
Add Revenue	106,657	98,321	103,536	106,277	109,562	112,892	116,350	119,924	123,619	127,438	131,387
Less Expenses	-106,487	-101,845	-104,444	-108,501	-110,710	-115,749	-119,983	-124,088	-127,492	-131,332	-135,641
<b>CURRENT ASSETS</b>											
Receivables	-394	-137	-90	29	43	52	60	67	76	84	94
Inventories											
Other											
Non-current assets classified as held for sale											
<b>NON-CURRENT ASSETS</b>											
Receivables	-69	-24	-16	5	8	9	10	12	13	15	16
Inventories											
Investments accounted for using equity method											
Investment property											
Intangible assets											
Rounding	0										
Rounding reversal											
Other											
<b>Infrastructure, property, plant and equipment</b>											
Capital Expenditure	-33,476	-24,171	-22,646	-16,273	-18,492	-14,433	-15,561	-15,194	-15,258	-14,754	-15,751
In-kind Contributed Assets											
ADD (Non-Cash) - Depreciation	21,244	15,088	15,785	16,161	16,849	17,360	18,219	18,677	19,587	20,093	21,076
ADD Book Value of Assets Disposed	2,044	925	1,075	900	1,000	1,026	1,053	1,080	1,108	1,137	1,167
<b>CURRENT LIABILITIES</b>											
Payables	2,138	-577	32	33	285	128	631	721	472	575	684
Borrowings											
Add New Borrowings	2,700	1,500									
Less: Loan Repayments	-641	-885	-978	-1,009	-1,046	-1,086	-490	-513	-328	-343	-358
Provisions											
Add Changes in provisions	782	853	870	910	930	996	1,022	1,049	1,076	1,104	1,133
<b>NON-CURRENT LIABILITIES</b>											
Borrowings											
<b>CLOSING FORECASTED CASH</b>	<b>86,373</b>	<b>75,420</b>	<b>68,545</b>	<b>67,077</b>	<b>65,504</b>	<b>66,699</b>	<b>68,009</b>	<b>69,744</b>	<b>72,618</b>	<b>76,636</b>	<b>80,442</b>
<b>RESTRICTED CASH</b>											
Total Internally Restricted Reserves	-39,756	-33,388	-31,497	-30,729	-30,520	-31,650	-31,708	-32,627	-32,306	-34,583	-36,135
Total Externally Restricted Reserves	-47,496	-46,078	-37,605	-30,700	-28,463	-24,496	-24,448	-23,116	-23,323	-22,282	-22,466
<b>TOTAL RESTRICTED CASH</b>	<b>-87,252</b>	<b>-79,306</b>	<b>-69,133</b>	<b>-61,537</b>	<b>-59,083</b>	<b>-56,262</b>	<b>-55,211</b>	<b>-55,094</b>	<b>-56,118</b>	<b>-56,844</b>	<b>-60,210</b>
Unrestricted Cash	4,625	7,067	6,287	7,007	7,994	9,242	10,453	12,798	14,650	16,500	20,232
<b>EXTERNALLY RESTRICTED RESERVES SPLIT</b>											
Current	-32,183	-31,222	-25,481	-20,802	-19,286	-16,598	-16,566	-15,663	-15,803	-15,098	-15,564
Non-Current	-15,313	-14,856	-12,124	-9,898	-9,177	-7,898	-7,882	-7,453	-7,520	-7,184	-7,243
<b>Total Externally Restricted Reserves Split</b>	<b>-47,496</b>	<b>-46,078</b>	<b>-37,605</b>	<b>-30,700</b>	<b>-28,463</b>	<b>-24,496</b>	<b>-24,448</b>	<b>-23,116</b>	<b>-23,323</b>	<b>-22,282</b>	<b>-22,466</b>



# Long Term Financial Plan Consolidated

# 2014/2015 to 2023/2024 Base Scenario - Current State

Council of the City of Ryde	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>OTHER CASH RELATED ITEMS</b>											
<b>CAPITAL EXPENDITURE</b>											
Community Life	10,869	4,621	4,571	2,929	2,869	2,245	2,303	2,363	2,424	2,487	2,552
Environment & Planning	3,184	3,300	2,539	560	2,000	600	1,368	632	1,441	665	1,516
Public Works	15,789	14,536	13,542	11,302	12,092	10,693	10,971	11,256	10,825	10,809	11,064
Corporate Services	3,635	1,714	1,995	1,482	1,531	896	919	943	567	793	618
<b>TOTAL OTHER CASH RELATED ITEMS</b>	<b>33,476</b>	<b>24,171</b>	<b>22,646</b>	<b>16,273</b>	<b>18,492</b>	<b>14,433</b>	<b>15,561</b>	<b>15,194</b>	<b>15,258</b>	<b>14,754</b>	<b>15,751</b>
<b>BORROWINGS</b>											
New Borrowings	-2,700	-1,500									
Less: Loan Repayments	641	885	978	1,009	1,046	1,086	490	513	328	343	358
<b>NET LOAN FUNDS (PAYMENTS/RECEIPTS)</b>	<b>-2,059</b>	<b>-615</b>	<b>978</b>	<b>1,009</b>	<b>1,046</b>	<b>1,086</b>	<b>490</b>	<b>513</b>	<b>328</b>	<b>343</b>	<b>358</b>
<b>ADVANCES</b>											
New Advances											
Less: Advances Repaid											
<b>NET ADVANCED FUNDS (PAYMENTS/RECEIPTS)</b>											
<b>RESERVES TRANSFER TO/ (FROM)</b>	<b>-7,805</b>	<b>-10,345</b>	<b>-7,672</b>	<b>-2,446</b>	<b>-2,837</b>	<b>10</b>	<b>-413</b>	<b>-114</b>	<b>1,236</b>	<b>2,240</b>	<b>1,880</b>
<b>OTHER NON-CASH RELATED ITEMS</b>											
ADD (Non-Cash) - Depreciation	-21,244	-15,088	-15,785	-16,161	-16,849	-17,360	-18,219	-18,677	-19,587	-20,093	-21,076
ADD (Non-Cash) - ELE Accruals											
ADD (Non-Cash) - Interest on Security Deposits - Accruals											
ADD Book Value of Assets Disposed	-2,044	-925	-1,075	-900	-1,000	-1,026	-1,053	-1,080	-1,108	-1,137	-1,167
<b>TOTAL OTHER NON-CASH RELATED ITEMS</b>	<b>-23,288</b>	<b>-16,013</b>	<b>-16,860</b>	<b>-17,061</b>	<b>-17,849</b>	<b>-18,386</b>	<b>-19,271</b>	<b>-19,757</b>	<b>-20,695</b>	<b>-21,230</b>	<b>-22,243</b>

# Long Term Financial Plan Consolidated

# 2014/2015 to 2023/2024 Base Scenario - Current State

Council of the City of Ryde		Forecast 2013/2014	Forecast 2014/2015	Forecast 2015/2016	Forecast 2016/2017	Forecast 2017/2018	Forecast 2018/2019	Forecast 2019/2020	Forecast 2020/2021	Forecast 2021/2022	Forecast 2022/2023	Forecast 2023/2024
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>EQUITY - RETAINED EARNINGS</b>	<b>Opening</b>											
Retained earnings	-1,641,301											
Profit & Loss prior year	3,402											
<b>RESERVES BALANCES</b>												
Asset Replacement Reserve	-9,065	-6,906	-7,332	-7,382	-7,974	-9,066	-8,409	-8,727	-8,438	-9,801	-10,421	-11,852
Carryover Works Reserve	-2,767											
Civic Precinct Reserve	-1,258	-649	-649	-649	-649	-649	-649	-649	-649	-649	-649	-649
Council Election Reserve	-346	-466	-586	-661	-196	-311	-426	-541	-6	-191	-376	-561
Domestic Waste Management Reserve	-4,790	-3,382	-946	-516	-524	-732	-1,134	-1,719	-2,526	-3,587	-4,940	-6,620
External Drainage Works Contribution Reserve	-198	-198	-198	-198	-198	-198	-198	-198	-198	-198	-198	-198
Internal Loan Balances	688	2,500	2,268	2,008	1,726	1,414	1,069	703	302	-336	-991	-1,664
Internally Restricted Liabilities Reserves	-11,536	-11,616	-11,616	-11,616	-11,616	-11,616	-11,616	-11,616	-11,616	-11,616	-11,616	-11,616
Investment Property Reserve	-15,640	-15,381	-12,849	-11,637	-10,724	-9,966	-9,863	-9,758	-9,650	-9,539	-9,426	-9,309
Macquarie Park Corridor Special Rate Reserve	-1,818	-641	-425	-491	-1,066	-1,490	-2,952	-4,451	-5,989	-7,568	-9,187	-10,848
Other Internally Restricted Reserves	-6,915	-8,477	-8,469	-8,510	-8,574	-8,638	-8,705	-8,773	-8,843	-8,915	-8,989	-9,064
Other Unexpended Grant Reserves	-4,165	-547	-615	-685	-756	-830	-905	-982	-1,061	-1,142	-1,226	-1,311
Plant Reserve	-2,011	-1,610	-1,375	-1,326	-1,493	-1,766	-2,045	-2,331	-2,625	-2,926	-3,235	-3,552
RALC Reserve	-2,441	-2,379	-2,505	-2,571	-2,637	-2,668	-2,680	-2,551	-2,398	-2,226	-2,050	-1,869
Section 94 Reserves	-22,117	-27,922	-22,871	-17,885	-15,762	-11,949	-10,977	-8,524	-7,373	-4,707	-3,463	-684
Stormwater Management Charge Reserve	-1,401	-1,115	-275	1,348	2,116	2,976	3,990	5,030	6,098	7,193	8,317	9,469
WASIP Grant Reserve	-1,471	-658	-658	-658	-658	-658	-658	-658	-658	-658	-658	-658
<b>TOTAL RESERVES BALANCES</b>	<b>-87,252</b>	<b>-79,446</b>	<b>-69,101</b>	<b>-61,429</b>	<b>-58,984</b>	<b>-56,146</b>	<b>-56,156</b>	<b>-55,743</b>	<b>-55,629</b>	<b>-56,865</b>	<b>-59,105</b>	<b>-60,985</b>
<b>BALANCING OF EQUITY</b>		-1,645,724	-1,652,544	-1,659,308	-1,659,529	-1,661,218	-1,658,352	-1,655,132	-1,651,082	-1,645,973	-1,639,840	-1,633,707
<b>TOTAL EQUITY - RETAINED EARNINGS</b>	<b>-1,725,150</b>	<b>-1,725,170</b>	<b>-1,721,645</b>	<b>-1,720,737</b>	<b>-1,718,513</b>	<b>-1,717,364</b>	<b>-1,714,508</b>	<b>-1,710,875</b>	<b>-1,706,711</b>	<b>-1,702,838</b>	<b>-1,698,945</b>	<b>-1,694,692</b>
		-1,725,150	-1,725,320	-1,721,796	-1,720,887	-1,718,663	-1,717,515	-1,714,658	-1,711,026	-1,706,862	-1,702,989	-1,699,096
			-151	-151	-151	-151	-151	-151	-151	-151	-151	-151
** equals equity balances at report run for current year**												



# Long Term Financial Plan Consolidated

# 2014/2015 to 2023/2024 Base Scenario - Current State

Council of the City of Ryde		Forecast 2013/2014	Forecast 2014/2015	Forecast 2015/2016	Forecast 2016/2017	Forecast 2017/2018	Forecast 2018/2019	Forecast 2019/2020	Forecast 2020/2021	Forecast 2021/2022	Forecast 2022/2023	Forecast 2023/2024
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables outstanding amounts %		8.00%	7.75%	7.50%	7.25%	7.00%	6.75%	6.50%	6.25%	6.00%	5.75%	5.50%
Payables increase of Outstanding amounts, i.e. per year * %		25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%
Provisions increase of Outstanding amounts, i.e. per year * %		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
<b>RECEIVABLES</b>												
Opening		6,712	7,175	7,337	7,442	7,407	7,357	7,296	7,226	7,147	7,058	6,959
New Receivables		82,979	87,489	91,889	94,730	97,697	100,735	103,877	107,127	110,489	113,967	117,566
<b>Total Receivables</b>		<b>89,691</b>	<b>94,665</b>	<b>99,226</b>	<b>102,172</b>	<b>105,105</b>	<b>108,093</b>	<b>111,174</b>	<b>114,354</b>	<b>117,636</b>	<b>121,025</b>	<b>124,525</b>
Amount remaining (@ outstanding amount %)		7,175	7,337	7,442	7,407	7,357	7,296	7,226	7,147	7,058	6,959	6,849
Change in Receivables		463	161	105	-34	-50	-61	-70	-79	-89	-99	-110
Receivables	5,708	6,102	6,239	6,329	6,299	6,257	6,205	6,145	6,078	6,002	5,918	5,824
Receivables - NC	1,004	1,073	1,097	1,113	1,108	1,101	1,091	1,081	1,069	1,056	1,041	1,024
<b>TOTAL RECEIVABLES</b>		<b>6,712</b>	<b>7,175</b>	<b>7,337</b>	<b>7,442</b>	<b>7,407</b>	<b>7,357</b>	<b>7,296</b>	<b>7,226</b>	<b>7,147</b>	<b>7,058</b>	<b>6,849</b>
		6,712										
<b>PAYABLES</b>												
Opening		15,265	17,403	16,826	16,858	16,891	17,176	17,304	17,935	18,656	19,128	19,703
New Payables		54,346	49,901	50,607	50,707	51,814	52,040	54,436	56,688	57,856	59,684	61,844
<b>Total Payables</b>		<b>69,610</b>	<b>67,303</b>	<b>67,432</b>	<b>67,565</b>	<b>68,705</b>	<b>69,216</b>	<b>71,740</b>	<b>74,622</b>	<b>76,512</b>	<b>78,812</b>	<b>81,547</b>
Amount remaining (@ outstanding amount %)		17,403	16,826	16,858	16,891	17,176	17,304	17,935	18,656	19,128	19,703	20,387
Change in Payables		2,138	-577	32	33	285	128	631	721	472	575	684
Payables	15,265	17,403	16,826	16,858	16,891	17,176	17,304	17,935	18,656	19,128	19,703	20,387
Payables - NC			-0	-0	-0	-0	-0	-0	-0	-0	-0	-0
<b>TOTAL PAYABLES</b>		<b>15,265</b>	<b>17,403</b>	<b>16,826</b>	<b>16,858</b>	<b>16,891</b>	<b>17,176</b>	<b>17,304</b>	<b>17,935</b>	<b>18,656</b>	<b>19,128</b>	<b>20,387</b>
		15,265										
<b>PROVISIONS</b>												
Opening		10,032	10,813	11,667	12,536	13,446	14,376	15,372	16,395	17,443	18,520	19,624
Change in Provisions - by %		782	853	870	910	930	996	1,022	1,049	1,076	1,104	1,133
<b>Total Provisions</b>		<b>10,813</b>	<b>11,667</b>	<b>12,536</b>	<b>13,446</b>	<b>14,376</b>	<b>15,372</b>	<b>16,395</b>	<b>17,443</b>	<b>18,520</b>	<b>19,624</b>	<b>20,756</b>
Provisions	10,032	10,813	11,667	12,536	13,446	14,376	15,372	16,395	17,443	18,520	19,624	20,756
Provisions - NC												
<b>TOTAL PROVISIONS</b>		<b>10,032</b>	<b>10,813</b>	<b>11,667</b>	<b>12,536</b>	<b>14,376</b>	<b>15,372</b>	<b>16,395</b>	<b>17,443</b>	<b>18,520</b>	<b>19,624</b>	<b>20,756</b>
		10,032										
<b>BORROWINGS</b>												
Current (next year's repayment)	527	885	978	1,009	1,046	1,086	490	513	328	343	358	
Non-Current	2,895	4,747	5,269	4,260	3,214	2,127	1,637	1,124	796	453	94	94
Add New Borrowings	151	2,700	1,500									
Less: Loan Repayments		-641	-885	-978	-1,009	-1,046	-1,086	-490	-513	-328	-343	-358
<b>TOTAL BORROWINGS</b>		<b>3,573</b>	<b>5,632</b>	<b>6,247</b>	<b>5,269</b>	<b>4,260</b>	<b>3,214</b>	<b>2,127</b>	<b>1,637</b>	<b>1,124</b>	<b>796</b>	<b>94</b>
Buildings and Infrastructure Renewals spending		7,567	7,381	8,584	6,939	7,506	7,701	7,901	8,106	7,593	7,493	7,662
Buildings and Infrastructure Depreciation		16,803	13,044	13,321	13,540	13,834	14,170	14,666	15,010	15,437	15,774	16,389
Annual Underspend		9,235	5,664	4,737	6,601	6,328	6,470	6,765	6,904	7,844	8,281	8,727
Infrastructure Renewal Backlog	55,207	64,442	70,106	74,843	81,443	87,772	94,241	101,007	107,910	115,754	124,035	132,762
		16.7%	8.8%	6.8%	8.8%	7.8%	7.4%	7.2%	6.8%	7.3%	7.2%	7.0%
Cash available from the Base Budget (incl Reserves)		9,208	11,140	13,993	13,463	15,227	14,034	14,104	14,019	15,207	15,679	16,289



# Long Term Financial Plan General Revenue

# 2014/2015 to 2023/2024 Base Scenario - Current State

## Council of the City of Ryde

	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INCOME STATEMENT</b>											
<b>REVENUE FROM CONTINUING OPERATIONS</b>											
Rates and annual charges	48,320	49,804	51,099	52,428	53,791	55,189	56,624	58,097	59,607	61,157	62,747
User charges and fees	7,138	6,038	6,195	6,356	6,521	6,691	6,865	7,043	7,226	7,414	7,607
Interest and investment revenue	3,820	3,347	3,434	3,523	3,615	3,709	3,805	3,904	4,006	4,110	4,217
Other revenues	7,046	5,988	6,139	6,298	6,462	6,630	6,802	6,979	7,160	7,347	7,538
Grants & contributions - Operating	4,750	5,861	6,036	6,193	6,384	6,550	6,721	6,896	7,075	7,259	7,447
Grants & contributions - Capital	12,206	424	884	474	474	469	482	494	507	520	534
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>83,280</b>	<b>71,462</b>	<b>73,787</b>	<b>75,272</b>	<b>77,247</b>	<b>79,239</b>	<b>81,299</b>	<b>83,413</b>	<b>85,582</b>	<b>87,807</b>	<b>90,090</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>											
Employee benefits and on-costs	33,129	36,065	36,708	38,552	39,365	42,503	43,609	44,742	45,906	47,099	48,324
Borrowing costs	190	173	183	157	141	114	90	74	60	41	21
Materials and contracts	19,210	14,886	15,109	15,443	14,897	14,784	15,169	16,213	15,968	16,383	16,809
Depreciation and amortisation	18,623	12,216	12,774	13,086	13,624	14,066	14,762	15,146	15,881	16,307	17,102
Impairment											
Other expenses	10,782	10,597	10,928	11,396	11,755	12,208	12,807	13,153	13,572	14,106	14,560
Interest and investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>81,933</b>	<b>73,937</b>	<b>75,701</b>	<b>78,634</b>	<b>79,782</b>	<b>83,677</b>	<b>86,437</b>	<b>89,329</b>	<b>91,386</b>	<b>93,936</b>	<b>96,816</b>
<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>1,347</b>	<b>-2,475</b>	<b>-1,914</b>	<b>-3,361</b>	<b>-2,535</b>	<b>-4,438</b>	<b>-5,138</b>	<b>-5,916</b>	<b>-5,805</b>	<b>-6,129</b>	<b>-6,726</b>
<b>OPERATIONS</b>											
<b>NET OPERATING RESULT FOR THE YEAR</b>	<b>1,347</b>	<b>-2,475</b>	<b>-1,914</b>	<b>-3,361</b>	<b>-2,535</b>	<b>-4,438</b>	<b>-5,138</b>	<b>-5,916</b>	<b>-5,805</b>	<b>-6,129</b>	<b>-6,726</b>
<b>Attributable to:</b>											
Council	1,347	-2,475	-1,914	-3,361	-2,535	-4,438	-5,138	-5,916	-5,805	-6,129	-6,726
Minority interests											
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS</b>	<b>-10,860</b>	<b>-2,899</b>	<b>-2,798</b>	<b>-3,835</b>	<b>-3,009</b>	<b>-4,907</b>	<b>-5,619</b>	<b>-6,410</b>	<b>-6,312</b>	<b>-6,649</b>	<b>-7,260</b>
<b>"Cash" generated towards capital works</b>	<b>7,763</b>	<b>9,317</b>	<b>9,976</b>	<b>9,251</b>	<b>10,615</b>	<b>9,159</b>	<b>9,143</b>	<b>8,736</b>	<b>9,570</b>	<b>9,657</b>	<b>9,842</b>



# Long Term Financial Plan Commercial Waste

## 2014/2015 to 2023/2024 Base Scenario - Current State

### Council of the City of Ryde

Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INCOME STATEMENT</b>										
<b>REVENUE FROM CONTINUING OPERATIONS</b>										
Rates and annual charges										
User charges and fees	845	1,000	1,026	1,053	1,080	1,108	1,137	1,167	1,197	1,228
Interest and investment revenue										
Other revenues	228	235	241	247	253	260	267	274	281	288
Grants & contributions - Operating										
Grants & contributions - Capital										
In-Kind Contributions - Capital (non-cash)										
Net gain from the disposal of assets										
Net share of interests in joint ventures & associates using equity method										
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>1,072</b>	<b>1,235</b>	<b>1,267</b>	<b>1,300</b>	<b>1,333</b>	<b>1,368</b>	<b>1,404</b>	<b>1,440</b>	<b>1,478</b>	<b>1,516</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>										
Employee benefits and on-costs	143	161	165	169	174	178	183	188	193	198
Borrowing costs										
Materials and contracts	291	293	307	320	334	342	351	360	370	379
Depreciation and amortisation										
Impairment										
Other expenses	189	230	255	282	309	337	366	395	425	455
Interest and investment losses										
Net loss from the disposal of assets										
Net share of interests in joint ventures & associates using equity method										
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>623</b>	<b>684</b>	<b>728</b>	<b>772</b>	<b>816</b>	<b>857</b>	<b>900</b>	<b>943</b>	<b>987</b>	<b>1,032</b>
<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>450</b>	<b>551</b>	<b>539</b>	<b>528</b>	<b>517</b>	<b>511</b>	<b>504</b>	<b>497</b>	<b>491</b>	<b>484</b>
<b>OPERATIONS</b>										
<b>NET OPERATING RESULT FOR THE YEAR</b>	<b>450</b>	<b>551</b>	<b>539</b>	<b>528</b>	<b>517</b>	<b>511</b>	<b>504</b>	<b>497</b>	<b>491</b>	<b>484</b>
<b>Attributable to:</b>										
Council	450	551	539	528	517	511	504	497	491	484
Minority interests										
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS</b>	<b>450</b>	<b>551</b>	<b>539</b>	<b>528</b>	<b>517</b>	<b>511</b>	<b>504</b>	<b>497</b>	<b>491</b>	<b>484</b>
<b>"Cash" generated towards capital works</b>	<b>450</b>	<b>551</b>	<b>539</b>	<b>528</b>	<b>517</b>	<b>511</b>	<b>504</b>	<b>497</b>	<b>491</b>	<b>484</b>



# Long Term Financial Plan Domestic Waste

# 2014/2015 to 2023/2024 Base Scenario - Current State

## Council of the City of Ryde

	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INCOME STATEMENT</b>											
<b>REVENUE FROM CONTINUING OPERATIONS</b>											
Rates and annual charges	15,047	16,296	18,822	19,763	20,751	21,789	22,878	24,022	25,223	26,484	27,809
User charges and fees											
Interest and investment revenue											
Other revenues	35	32	33	34	35	35	36	37	38	39	40
Grants & contributions - Operating	872	221	226	232	238	244	251	257	264	271	278
Grants & contributions - Capital											
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>15,954</b>	<b>16,549</b>	<b>19,081</b>	<b>20,029</b>	<b>21,024</b>	<b>22,069</b>	<b>23,165</b>	<b>24,317</b>	<b>25,526</b>	<b>26,795</b>	<b>28,127</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>											
Employee benefits and on-costs	1,252	1,552	1,592	1,634	1,676	1,720	1,764	1,810	1,857	1,905	1,955
Borrowing costs											
Materials and contracts	11,076	12,083	12,397	12,725	13,063	13,403	13,751	14,109	14,476	14,852	15,238
Depreciation and amortisation	17	18	18	19	20	20	21	22	23	23	24
Impairment											
Other expenses	3,822	4,186	4,639	5,113	5,593	6,084	6,598	7,116	7,649	8,196	8,757
Interest and investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>16,167</b>	<b>17,839</b>	<b>18,646</b>	<b>19,491</b>	<b>20,352</b>	<b>21,227</b>	<b>22,134</b>	<b>23,057</b>	<b>24,005</b>	<b>24,977</b>	<b>25,974</b>
<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>-213</b>	<b>-1,290</b>	<b>435</b>	<b>539</b>	<b>672</b>	<b>842</b>	<b>1,031</b>	<b>1,260</b>	<b>1,521</b>	<b>1,818</b>	<b>2,153</b>
<b>OPERATIONS</b>											
<b>NET OPERATING RESULT FOR THE YEAR</b>	<b>-213</b>	<b>-1,290</b>	<b>435</b>	<b>539</b>	<b>672</b>	<b>842</b>	<b>1,031</b>	<b>1,260</b>	<b>1,521</b>	<b>1,818</b>	<b>2,153</b>
<b>Attributable to:</b>											
Council	-213	-1,290	435	539	672	842	1,031	1,260	1,521	1,818	2,153
Minority interests											
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS</b>	<b>-213</b>	<b>-1,290</b>	<b>435</b>	<b>539</b>	<b>672</b>	<b>842</b>	<b>1,031</b>	<b>1,260</b>	<b>1,521</b>	<b>1,818</b>	<b>2,153</b>
<b>"Cash" generated towards capital works</b>	<b>-195</b>	<b>-1,272</b>	<b>453</b>	<b>557</b>	<b>692</b>	<b>862</b>	<b>1,052</b>	<b>1,281</b>	<b>1,543</b>	<b>1,841</b>	<b>2,177</b>



# Long Term Financial Plan Home Modification

## 2014/2015 to 2023/2024 Base Scenario - Current State

### Council of the City of Ryde

Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000

#### INCOME STATEMENT

##### REVENUE FROM CONTINUING OPERATIONS

Rates and annual charges										
User charges and fees	78	80	82	84	87	89	91	94	96	99
Interest and investment revenue										
Other revenues										
Grants & contributions - Operating	468	482	494	507	520	534	547	562	576	591
Grants & contributions - Capital										
In-Kind Contributions - Capital (non-cash)										
Net gain from the disposal of assets										
Net share of interests in joint ventures & associates using equity method										
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>545</b>	<b>562</b>	<b>576</b>	<b>591</b>	<b>607</b>	<b>623</b>	<b>639</b>	<b>655</b>	<b>672</b>	<b>690</b>

##### EXPENSES FROM CONTINUING OPERATIONS

Employee benefits and on-costs	253	211	216	222	228	234	240	246	252	259
Borrowing costs										
Materials and contracts	278	277	284	292	299	307	315	323	332	340
Depreciation and amortisation										
Impairment										
Other expenses	7	6	6	6	6	7	7	7	7	7
Interest and Investment losses										
Net loss from the disposal of assets										
Net share of interests in joint ventures & associates using equity method										
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>538</b>	<b>494</b>	<b>507</b>	<b>520</b>	<b>533</b>	<b>547</b>	<b>562</b>	<b>576</b>	<b>591</b>	<b>606</b>

##### OPERATING RESULT FROM CONTINUING OPERATIONS

	7	68	70	71	73	75	77	79	81	83
<b>OPERATIONS</b>										
<b>NET OPERATING RESULT FOR THE YEAR</b>	<b>7</b>	<b>68</b>	<b>70</b>	<b>71</b>	<b>73</b>	<b>75</b>	<b>77</b>	<b>79</b>	<b>81</b>	<b>83</b>

##### Attributable to:

Council										
Minority interests										

##### NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS

	7	68	70	71	73	75	77	79	81	83
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##### "Cash" generated towards capital works

	7	68	70	71	73	75	77	79	81	83
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# Long Term Financial Plan Investment Property Portfolio

## 2014/2015 to 2023/2024 Base Scenario - Current State

### Council of the City of Ryde

Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
280	1,299	1,333	1,367	1,403	1,439	1,477	1,515	1,555	1,595	1,636
276	736	846	898	951	976	1,001	1,027	1,054	1,081	1,109
556	2,035	2,178	2,265	2,354	2,415	2,478	2,542	2,608	2,676	2,746
409	395	405	416	427	438	449	461	473	485	498
123	621	484	497	511	524	538	552	566	581	596
	198	204	211	219	227	236	246	257	268	281
97	624	680	748	768	788	869	892	915	939	963
629	1,839	1,774	1,872	1,924	1,976	2,092	2,151	2,211	2,273	2,338
-73	196	405	393	430	438	385	392	397	403	408
-73	196	405	393	430	438	385	392	397	403	408
-73	196	405	393	430	438	385	392	397	403	408
-73	196	405	393	430	438	385	392	397	403	408
-73	395	609	604	649	665	622	638	654	671	689



# Long Term Financial Plan Plant Fund

## 2014/2015 to 2023/2024 Base Scenario - Current State

### Council of the City of Ryde

Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INCOME STATEMENT</b>										
<b>REVENUE FROM CONTINUING OPERATIONS</b>										
Rates and annual charges										
User charges and fees										
Interest and investment revenue										
Other revenues	51	52	54	55	57	58	60	61	63	66
Grants & contributions - Operating										
Grants & contributions - Capital										
In-Kind Contributions - Capital (non-cash)										
Net gain from the disposal of assets										
Net share of interests in joint ventures & associates using equity method										
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>51</b>	<b>52</b>	<b>54</b>	<b>55</b>	<b>57</b>	<b>58</b>	<b>60</b>	<b>61</b>	<b>63</b>	<b>66</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>										
Employee benefits and on-costs	965	981	1,006	1,033	1,059	1,087	1,115	1,144	1,174	1,236
Borrowing costs										
Materials and contracts	-2,609	-2,833	-3,107	-3,337	-3,582	-3,675	-3,770	-3,868	-3,969	-4,178
Depreciation and amortisation	1,950	1,989	2,088	2,130	2,237	2,281	2,396	2,443	2,566	2,748
Impairment										
Other expenses	496	514	528	542	556	571	586	602	617	650
Interest and investment losses										
Net loss from the disposal of assets										
Net share of interests in joint ventures & associates using equity method										
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>803</b>	<b>651</b>	<b>516</b>	<b>368</b>	<b>271</b>	<b>264</b>	<b>327</b>	<b>321</b>	<b>388</b>	<b>455</b>
<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>-751</b>	<b>-599</b>	<b>-462</b>	<b>-313</b>	<b>-214</b>	<b>-206</b>	<b>-267</b>	<b>-260</b>	<b>-325</b>	<b>-390</b>
<b>OPERATIONS</b>										
<b>NET OPERATING RESULT FOR THE YEAR</b>	<b>-751</b>	<b>-599</b>	<b>-462</b>	<b>-313</b>	<b>-214</b>	<b>-206</b>	<b>-267</b>	<b>-260</b>	<b>-325</b>	<b>-390</b>
<b>Attributable to:</b>										
Council	-751	-599	-462	-313	-214	-206	-267	-260	-325	-390
Minority interests										
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS</b>	<b>-751</b>	<b>-599</b>	<b>-462</b>	<b>-313</b>	<b>-214</b>	<b>-206</b>	<b>-267</b>	<b>-260</b>	<b>-325</b>	<b>-390</b>
<b>"Cash" generated towards capital works</b>	<b>1,199</b>	<b>1,390</b>	<b>1,627</b>	<b>1,817</b>	<b>2,022</b>	<b>2,075</b>	<b>2,128</b>	<b>2,183</b>	<b>2,240</b>	<b>2,358</b>



# Long Term Financial Plan Ryde Aquatic Leisure Centre

## 2014/2015 to 2023/2024 Base Scenario - Current State

Council of the City of Ryde	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME STATEMENT											
REVENUE FROM CONTINUING OPERATIONS											
Rates and annual charges											
User charges and fees	5,183	6,408	6,575	6,746	6,921	7,101	7,286	7,475	7,670	7,869	8,074
Interest and investment revenue											
Other revenues	14	17	18	18	19	19	20	20	21	21	22
Grants & contributions - Operating											
Grants & contributions - Capital											
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	5,198	6,426	6,593	6,764	6,940	7,121	7,306	7,496	7,691	7,890	8,096
EXPENSES FROM CONTINUING OPERATIONS											
Employee benefits and on-costs	2,927	3,300	3,385	3,473	3,563	3,656	3,751	3,849	3,949	4,051	4,157
Borrowing costs		61	53	45	36	27	18	8			
Materials and contracts	1,207	1,307	1,342	1,379	1,417	1,453	1,491	1,530	1,570	1,611	1,652
Depreciation and amortisation	654	667	700	714	750	765	803	819	860	878	922
Impairment											
Other expenses	1,007	1,067	1,092	1,233	1,265	1,298	1,467	1,505	1,545	1,585	1,626
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	5,795	6,401	6,573	6,845	7,032	7,200	7,531	7,711	7,924	8,124	8,357
OPERATING RESULT FROM CONTINUING OPERATIONS											
	-597	25	20	-80	-92	-79	-225	-216	-233	-234	-261
OPERATIONS											
NET OPERATING RESULT FOR THE YEAR											
	-597	25	20	-80	-92	-79	-225	-216	-233	-234	-261
Attributable to:											
Council	-597	25	20	-80	-92	-79	-225	-216	-233	-234	-261
Minority interests											
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS											
	-597	25	20	-80	-92	-79	-225	-216	-233	-234	-261
"Cash" generated towards capital works											
	57	692	720	634	659	686	578	604	627	644	661

# Option B

## Addressing Annual Renewal, Operating and Maintenance Underspending

Option B is a 7% rating increase over four years, as a permanent increase to the rating base, and inclusive of the rate pegging amount.

The first year of Option B is taken from the Delivery Plan and Operational Plan. The 2014/2015 year is then used as a basis to extrapolate the next nine years using the assumed indices outlined below.

The Option B assumes that services levels will not alter significantly over the next 10 years and that Council can contain expenditure within the assumed parameters.

### Assumptions - Option B

The following assumptions have been used in the preparation of the financial expenditure and revenue figures for the Option B, based on the original budget for 2013/2014 as the starting point, indexed and additional adjustments made, depending on budget bids and other factors known.

### Efficiency savings, additional other revenue and increased rates

As part of this option, Council has included up to \$2.5 million in efficiency savings, and additional revenue, on top of the additional rates income that is expected to be generated through a 7% SRV.

These are the major differences in the Current State LTFP and Option B LTFP.

#### Efficiency savings

As detailed in reports to Council for its consideration of an SRV, the SRV will be coupled with an additional \$2.5 million, from 1 July 2015, as a result of internal savings across Council's operations. This is made up of \$1.9 million in expenditure savings and \$0.6 million in additional revenue.

#### Total additional rates

All additional rating income above the normal rate pegging amount, will be raised as a Special Rate, and unspent funds will be restricted to an Infrastructure Renewal Reserve.

The total additional rating income from the SRV will be:

Option	2015/2016	2016/2017	2017/2018	2018/2019
Option B - Total Special Rate	\$ 1,992,332	\$ 4,183,898	\$ 6,590,437	\$ 9,228,843

### Rates and Annual Charges Revenue

Rates pegging depends upon political policy but has been loosely correlated with the CPI from the previous year over the last 10 years. Council has used the approved State increase of 2.30 percent for 2014/2015, 7.00 percent for 2015/2016 to 2018/2019 and a conservative 2.60 percent increase per year thereafter.

Year	% increase
1 - 14/15	2.30
2 - 15/16 to 5 - 18/19	7.00
6 - 19/20 to 10 - 23/24	2.60

### Domestic Waste Charges

Council has estimated an increase of 5.00 percent for 2014/2015, 15.00 percent for 2015/2016 and 5.00 percent increase per year thereafter.

Year	% increase
1 - 14/15	5.00
2 - 15/16	15.00
3 - 16/17 to 10 - 23/24	5.00

### Macquarie Park Special Rate

Council has estimated an increase of 2.30 percent for 2014/2015, and a conservative 2.60 percent increase per year thereafter.

Any funds not utilised for works in that area are transferred to a reserve and held there until used for that specific purpose.

Year	% increase
1 - 14/15	2.30
2 - 19/20 to 10 - 23/24	2.60

### User fees and charges

Council has estimated an increase of 3.80 percent for 2014/2015, 3.00 percent for 2015/2016 and a conservative 2.60 percent increase per year thereafter.

Year	% increase
1 - 14/15	3.80
2 - 15/16	3.00
3 - 16/17 to 10 - 23/24	2.60

### Investment Income

The return on the investments of Council is based on maintaining the approximately the same level of investments. It is based on the original budget for investment income in 2013/14. Better metrics around the amount of investment income generated, will be modelled in future iterations of the LTFP. For now the following CPI index has been used.

Year	% increase
1 - 14/15	3.00
2 - 15/16	3.00
3 - 16/17 to 10 - 23/24	2.60

### Operating Grants & Contributions

The operating grants and contributions are based on the known recurring grants that Council receives each year for items under the Base Budget. Funding from Non-Capital Projects has only been included for the duration of the project.

Year	\$'000
1 - 14/15	6,563
2 - 15/16	6,757
3 - 16/17	6,933
4 - 17/18	7,143
5 - 18/19	7,329
6 - 19/20	7,519
7 - 20/21	7,715
8 - 21/22	7,915
9 - 22/23	8,121
10 - 23/24	8,332

### Other Revenues

Council has estimated an increase of 3.0 percent for 2014/2015 and a targeted 2.60 percent increase per year thereafter.

Year	% increase
1 - 14/15	3.00
2 - 16/17 to 10 - 23/24	2.60

### Capital Contributions

Capital contributions have only been included where they are known or certain. Section 94 contributions have not been budgeted, as Council now only brings them to account when received. Projected works for the first year in the operational plan only include expenditure to the equivalent of the funds received to date and on hand.

No increase in capital contributions has been allowed in the LTFP. The following are the known amounts of contributions for the capital works that have been allowed in the delivery plan.

Year	\$'000
1 - 14/15	424
2 - 15/16	884
3 - 16/17	474
4 - 17/18	474
5 - 18/19	469
6 - 19/20	482
7 - 20/21	494
8 - 21/22	507
9 - 22/23	520
10 - 23/24	534



### Employee costs

Council has used the negotiated Award change, 3.25% for 2014/2015 and estimated an increase of 2.60 percent per year from 2015/16 onwards.

Year	% increase
1 - 14/15	3.25
4 - 15/16 to 10 - 23/24	2.60

### Material and Contracts

Council has estimated an increase of 3.00 percent per year for 2014/2015 and 2013/14 and a conservative 2.60 percent increase per year thereafter.

The increase is no higher than the CPI index, as Council needs to find productivity gains from the resources consumed by Council, as a significant proportion of expenditure related to construction and oil-based products such as the bitumen used in sheeting roads.

Council cannot continue to allow costs such as these to continue to spiral out of control, and has to limit their increase, which may result in a reduction of the level of service provided by Council.

Year	% increase
1 - 14/15	3.00
4 - 15/16 to 10 - 23/24	2.60

### Borrowing Costs

The outstanding loans as at 30 June 2014 are projected to be:

Loan	Amount	Term	Rate	Amount outstanding 30 June 14
Tunnel variable	\$6,825,903	15 years	6.20%	\$3,904,838
Children's Play Equipment - Phase 1	\$1,500,000	10 years		\$1,500,000
Surf Attraction	\$1,200,000	7 years		\$1,200,000

The interest payable based on the commitments for the current outstanding loans will be:

Year	\$'000
1 - 14/15	203
2 - 15/16	175
3 - 16/17	152
4 - 17/18	124
5 - 18/19	91
6 - 19/20	61
7 - 20/21	43
8 - 21/22	28
9 - 22/23	18
10 - 23/24	8

## Depreciation

Depreciation is charged on a condition basis, using five straight-lines, calculated by multiplying the cost of the assets within each condition rating by the depreciation for that condition rating. The depreciation rate is based upon the loss of useful life of the asset, during the period that it remains within that condition rating.

The cost is based on the current depreciable asset or deemed value balance projected forward by capital spending (including future CAPEX from four year delivery plan and one year operational plan forecasts) and assumed disposals.

The useful lives, over which assets are depreciated, for the major asset groups are:

Asset Category	Useful life (years)					Total
	1	2	3	4	5	
Buildings - Specialised/Non Specialised	10	60	20	5 - 10	1 - 5	96 - 100
Draining assets	5 - 20	15 - 130	10 - 40	5 - 15	5 - 10	40 - 200
Land Improvements	5	5	5	5	5	25
Other assets	1 - 5	1 - 25	1 - 10	1 - 5	1 - 5	5 - 50
Other structures	5 - 20	5 - 80	2 - 40	3 - 15	5	20 - 150
Plant and equipment						2 - 20
Road assets - roads, bridges and footpaths	5 - 20	2 - 130	2 - 50	3 - 20	5 - 20	17 - 200

Asset Category	Depreciation (%)					Total
	1	2	3	4	5	
Buildings - Specialised/Non Specialised	0.50%	0.83%	1.25%	1.50 - 3.00%		0.50 - 3.00%
Draining assets	0.25 - 1.00%	0.38 - 1.67%	0.63 - 3.00%	1.00 - 7.00%		0.25 - 7.00%
Land Improvements	1.0%	9.00%	5.00%	3.00%	2.0%	1.00 - 9.00%
Other assets	1.00 - 5.00%	1.40 - 20.00%	2.00 - 30.00%	7.00 - 50.00%		1.00 - 50.00%
Other structures	0.25 - 1.00%	0.63 - 2.00%	0.63 - 5.00%	1.00 - 23.33%		0.25 - 23.33%
Plant and equipment						5.0 - 20.00%
Road assets - roads, bridges and footpaths	0.25 - 1.67%	0.38 - 5.00%	0.50 - 5.00%	0.75 - 23.33%		0.25 - 23.33%

The depreciation levels for the 2014/2015 to 2017/2018 are based on the Draft Delivery and Operational Plans.

Depreciation has been estimated in 2014/2015 at \$15.08 million rising to \$21.07 million in 2023/2024. This is down from the 2013/2014 budgeted amount of \$21.20 million.

When the Asset Management Plans are fully developed are more accurate depreciation forecast will be undertaken.

Year	\$'000
1 - 14/15	15,088
2 - 15/16	15,758
3 - 16/17	16,161
4 - 17/18	16,849
5 - 18/19	17,360
6 - 19/20	18,219
7 - 20/21	18,677
8 - 21/22	19,587
9 - 22/23	20,093
10 - 23/24	21,076

### Insurance

Council has estimated an increase of 4.00 percent for 2014/2015, and a conservative 2.60 percent increase per year thereafter.

Year	% increase
1 - 14/15	4.00
2 - 15/16 to 10 - 23/24	2.60

### IT Licensing Costs

Council has estimated an increase of 4.00 percent for 2014/2015, and a conservative 2.60 percent increase per year thereafter.

Year	% increase
1 - 14/15	4.00
2 - 15/16 to 10 - 23/24	2.60

### Contractors – Concrete Works and External Roadworks

Council has estimated an increase of 6.00 percent per year for 2014/2015 and 2013/14 and a conservative 2.60 percent increase per year thereafter.

Year	% increase
1 - 14/15	6.00
4 - 15/16 to 10 - 23/24	2.60

### Electricity

Council has estimated an increase of 8.00 percent for 2014/2015, 5.00 percent for 2015/16 and a rolling percentage each year, with a sharp increase every four years of 8.00 percent in the year that Council comes off the latest contract.

Year	\$'000
1 - 14/15	8.00
2 - 15/16	5.00
3 - 16/17	3.00
4 - 17/18	5.00
5 - 18/19	8.00
6 - 19/20	5.00
7 - 20/21	3.00
8 - 21/22	5.00
9 - 22/23	8.00
10 - 23/24	5.00

### Street Lighting

Council has estimated an increase of 8.00 percent for 2014/2015, 5.00 percent for 2015/16 and a rolling percentage each year, with a sharp increase every four years of 8.00 percent in the year that Council comes off the latest contract.

Year	\$'000
1 - 14/15	8.00
2 - 15/16	5.00
3 - 16/17	3.00
4 - 17/18	5.00
5 - 18/19	8.00
6 - 19/20	5.00
7 - 20/21	3.00
8 - 21/22	5.00
9 - 22/23	8.00
10 - 23/24	5.00

### Telecommunications

Council has estimated an increase of 2.60 percent for 2014/2015, 2.60 percent for 2015/16 and a rolling percentage each year, with a sharp increase every three years of 15.00 percent in the year that Council comes off the latest contract.

Year	\$'000
1 - 14/15	2.60
2 - 15/16	2.60
3 - 16/17	15.00
4 - 17/18	2.60
5 - 18/19	2.60
6 - 19/20	15.00
7 - 20/21	2.60
8 - 21/22	2.60
9 - 22/23	2.60
10 - 23/24	2.60

### Waste Development Tax

Council has estimated an increase of the rate for the Waste Development tax as \$10 plus CPI over the previous year's rate.

Year	Rate \$	% increase
1 - 14/15	122.10	12.53
2 - 15/16	135.50	10.97
3 - 16/17	149.30	10.18
4 - 17/18	163.40	9.44
5 - 18/19	177.90	8.87
6 - 19/20	192.80	8.38
7 - 20/21	208.10	7.94
8 - 21/22	223.80	7.54
9 - 22/23	239.90	7.19
10 - 23/24	256.40	6.88

### Other Costs

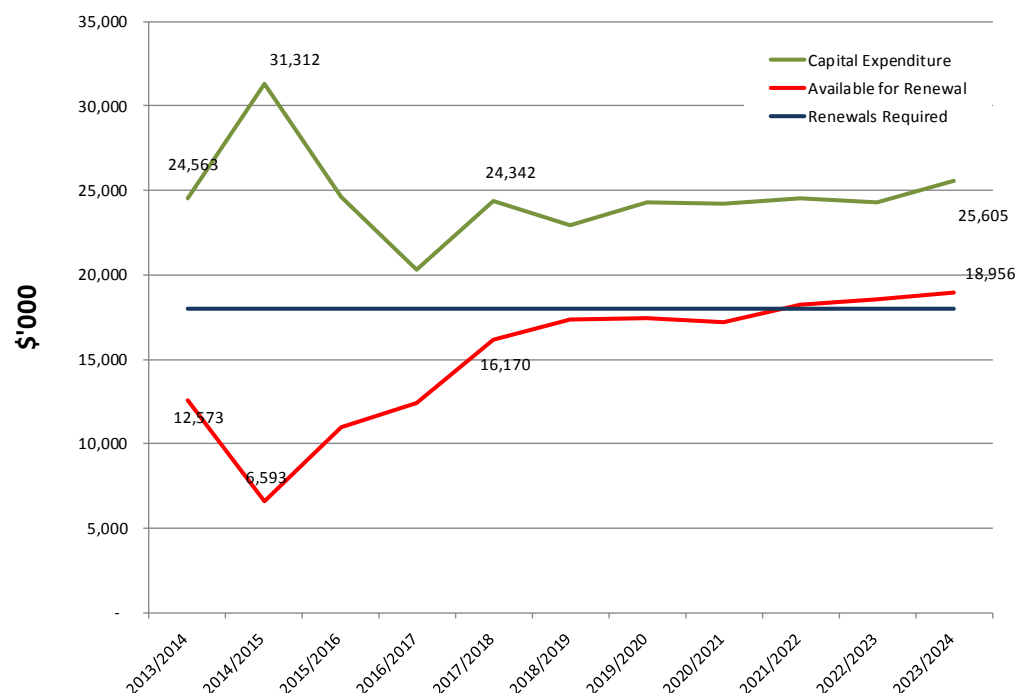
Council has estimated an increase of 3.00 percent for 2014/2015 and a conservative 2.60 percent increase per year thereafter.

Year	% increase
1 - 14/15	3.00
4 - 15/16 to 10 - 23/24	2.60

## Capital Works Program

The capital expenditure estimated in the Option B has been projected from the budget bids for the 2014/2018 Delivery Plan. The Infrastructure and Building Renewals expenditure is approximately \$7.69 million per year and Other Renewals, Expansion or New Works is \$9.56 million per year (due to funding sources), giving a total of \$17.25 million per year, on average over the next 10 years.

**Graph 6: Council Capital Expenditure - Option B (7%, including rate pegging)**



## Reserves

The LTFP forecasts the level of the reserves held by Council, by the reserve itself and grouped into Internal and External Reserves. The detail use of each of the reserves is shown in the annexures.

What this shows is that on the present rate of spending on operating and capital works the level of internally restricted reserves will diminish from \$21.46 million as at 30 June 2015 to only \$3.65 million as at 30 June 2022, with some reserves being overspent and funded from other reserves as internal loans.

Externally restricted reserves will grow over that same period from \$17.39 million as at 30 June 2015 to \$21.56 million as at 30 June 2022, most of which will belong to the Macquarie Park Special Rate, as the full scope of works under that special rate have not yet been determined, so the funds are projected to be put aside until the exact works are identified and agreed to.

The following are the impacts on the individual reserves in the LTFP:

- Macquarie Park Corridor Special Rate - at the present level of expenditure and the forecast increase in the rate, this reserve is forecast to increase over the next 10 years. This is mainly due to the exact works that are to be done from that source of funds are not fully known and the funds will be put aside until the works are known and agreed to
- Stormwater Management Charge - at the present level of expenditure is forecast to become overdrawn, which is due to other Stormwater works only being funded to 11% out of Section 94 reserve
- Unexpended Grants - these are funds that have been received and have not been fully expended, this will reduce over time as the funds are used or returned to the funding body.



### Financial Impact - Option B

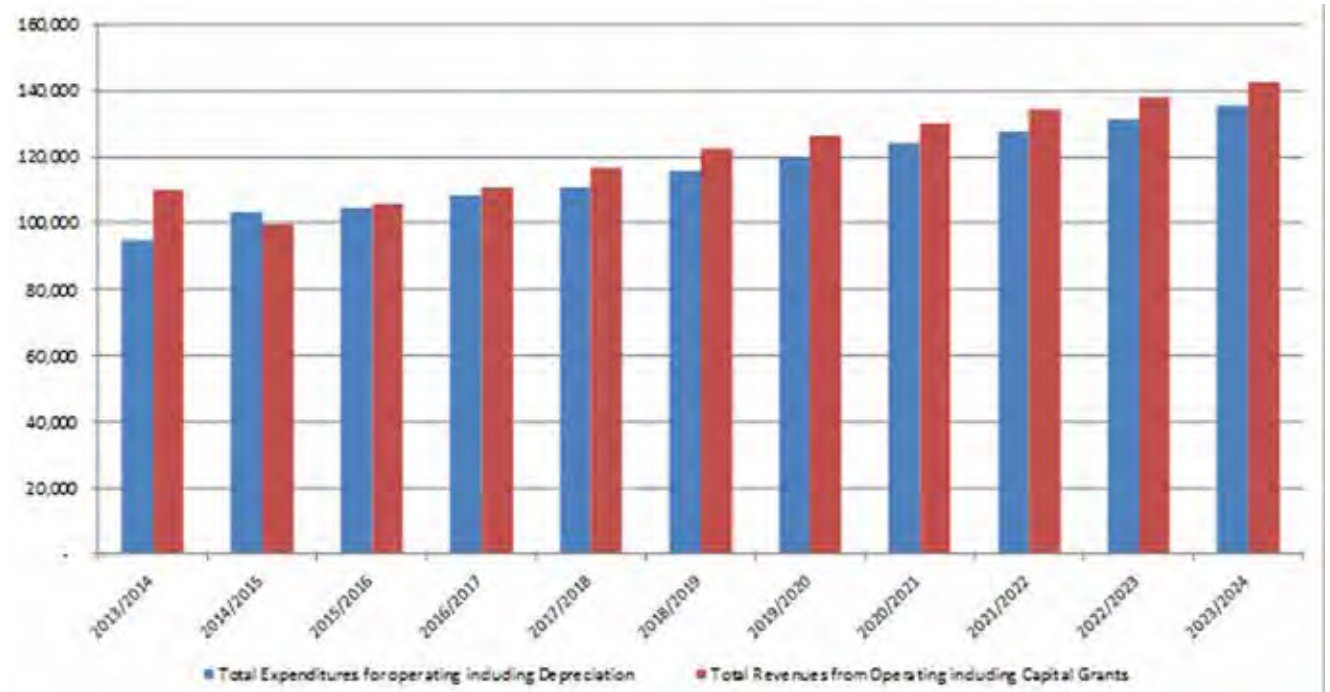
The financial impact of the Option B is that Council's operating expenditure exceeds the operational revenue it is receiving in all years of this LTFP.

The graph highlights the operational revenue is sufficient to meet the operational expenditure. Over time, Council will be able to apply more funds to asset renewal.

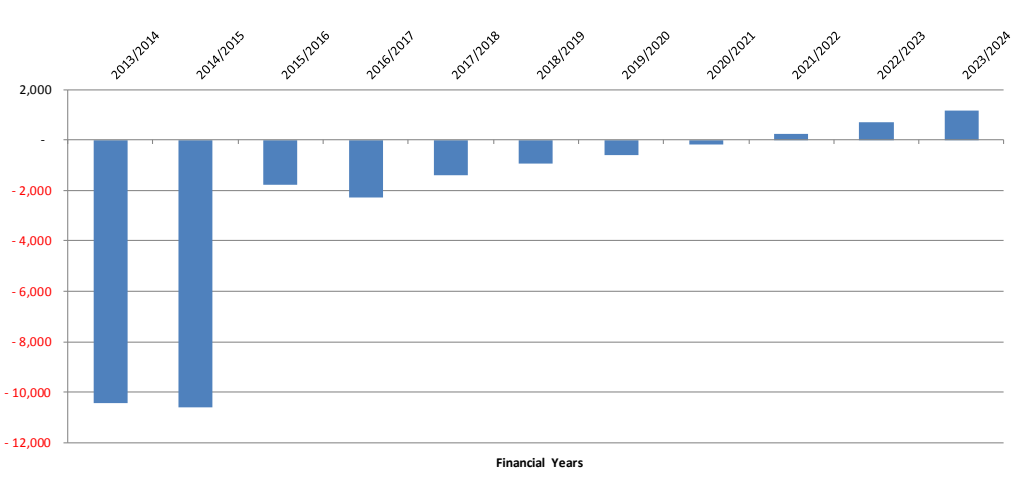
Capital is funded from capital grants and contributions as well as the depreciation collected through the operating budget.

Overall, the Council has closed the income gap with both operational and capital expenditure within the revenue available.

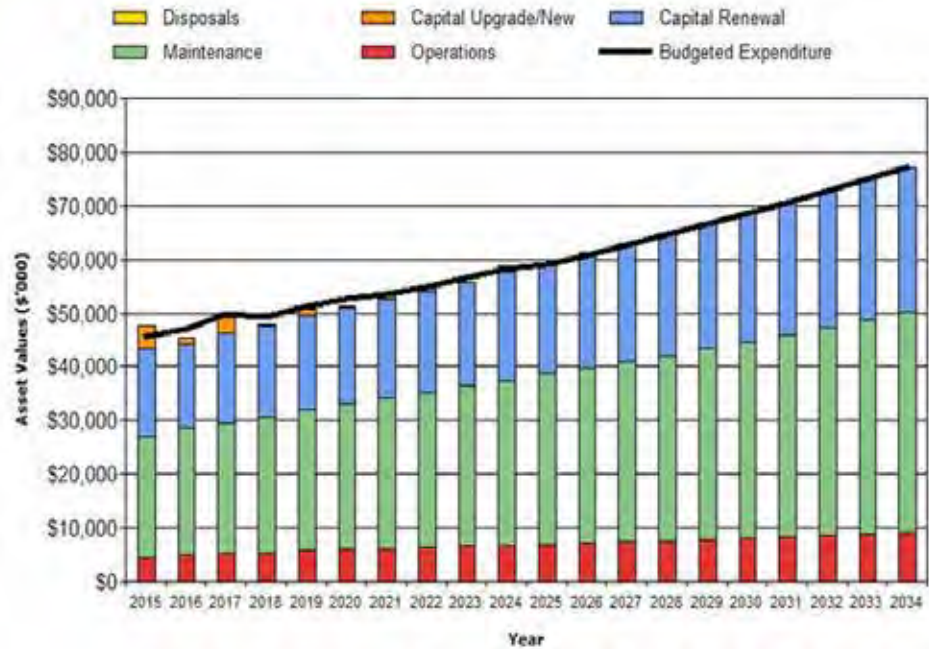
Graph 7: Revenue & Expenditure Option B (7%, including rate pegging)



Graph 8: Income Gap - Option B (7%, including rate pegging)



Graph 9: Income Gap - Option B (7%, including rate pegging)



In this option, Council funds the deficit of Option A (current state).

In this option, Council's ability to continue to offer services (such as roads and drainage) is met.

This clearly demonstrates that Council will live within its means and is financially sustainable.

The financial statements are attached – Financial Statements – Option B (Base Case).

### Sensitivity on Option B

Sensitivity analysis has not been done on the Option B, as this will be factored in once the Asset Management Plan and Workforce Plan are completed.

These will be reviewed by the new Council following the Council elections in September 2016, by which time better detailed modelling; including sensitivity modelling will be available.

Areas that we are aware of that will be of concern are:

- Wages and salaries. This will be addressed through the Workforce Plan and which flows into the LTFFP

- Materials and contracts. As Council has a limited resource pool, shifts in this will impact the level of service that can be delivered within the budget available.

### Financial Reports - Option B

On the following pages are the financial reports for the LTFFP – Option B, including a dissection of the Operating Result by Fund.

The following funds are shown:

- General Revenue. This relates to User Charges, Fees and Rates that are not tied to a specific need, such as Special Rates, or a self-funded business activity of Council
- Commercial Waste. This is separated to show the profitability of this business activity. Surplus funds from this are used towards General Revenue Projects
- Domestic Waste. This is externally restricted in accordance with the Local Government Act, and profit is held within the Externally Restricted Reserves and cannot be used for any other purpose without Ministerial Approval
- Externally Restricted Income. This covers rates, charges and contributions, such as the Macquarie Park Special Rate, the Stormwater Management Charge, which are transferred to Reserve.
- Home Modification. This is externally grant funded, and any surplus funds are held in an unexpended grants reserve, specifically for this purpose
- Investment Property. This is a business activity of Council. Surplus funds can be used towards General Revenue Projects
- Plant Fund. This is internally restricted to ensure that a surplus is generated to replace Council's Plant and Fleet when they come due for replacement. This had been supplemented from General Revenue with a transfer to the Reserve, but this has since been removed and the Internal Plant Hire rates adjusted accordingly
- RALC. This is the Ryde Aquatic Leisure Centre and any surplus is restricted to be used for the purpose of Asset Renewal at the Ryde Aquatic Leisure Centre



Long Term Financial Plan Consolidated		2014/2015 to 2023/2024 SCENARIO 2 (SRV - 7% over four years, including rate pegging)										
Council of the City of Ryde		Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
		2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME STATEMENT												
REVENUE FROM CONTINUING OPERATIONS												
Rates and annual charges		63,170	66,100	71,914	76,375	81,133	86,207	88,971	91,834	94,798	97,868	101,048
User charges and fees		14,806	14,825	15,704	16,113	16,531	16,961	17,402	17,855	18,319	18,795	19,284
Interest and investment revenue		4,371	3,347	3,434	3,523	3,615	3,709	3,805	3,904	4,006	4,110	4,217
Other revenues		8,651	7,061	7,325	7,545	7,771	7,973	8,181	8,394	8,612	8,836	9,065
Grants & contributions – Operating		5,396	6,577	6,757	6,933	7,143	7,329	7,519	7,715	7,915	8,121	8,332
Grants & contributions – Capital		13,495	1,850	884	474	474	469	482	494	507	520	534
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		109,889	99,761	106,017	110,962	116,667	122,649	126,361	130,195	134,157	138,250	142,480
EXPENSES FROM CONTINUING OPERATIONS												
Employee benefits and on-costs		38,476	42,666	41,980	43,962	44,916	48,198	49,451	50,737	52,056	53,409	54,798
Borrowing costs		146	234	236	202	178	142	108	82	60	41	21
Materials and contracts		25,462	27,999	28,382	28,911	28,571	28,794	29,543	30,961	31,099	31,907	32,737
Depreciation and amortisation		16,507	15,088	15,785	16,161	16,849	17,360	18,219	18,677	19,587	20,093	21,076
Impairment												
Other expenses		14,570	17,224	18,128	19,320	20,252	21,291	22,700	23,670	24,730	25,921	27,050
Interest and Investment losses												
Net loss from the disposal of assets		-20										
Net share of interests in joint ventures & associates using equity method												
TOTAL EXPENSES FROM CONTINUING OPERATIONS		95,142	103,212	104,511	108,556	110,766	115,785	120,020	124,127	127,531	131,372	135,683
OPERATING RESULT FROM CONTINUING OPERATIONS		14,747	-3,450	1,506	2,406	5,901	6,864	6,340	6,069	6,625	6,878	6,798
OPERATIONS												
NET OPERATING RESULT FOR THE YEAR		14,747	-3,450	1,506	2,406	5,901	6,864	6,340	6,069	6,625	6,878	6,798
Attributable to:												
Council		14,747	-3,450	1,506	2,406	5,901	6,864	6,340	6,069	6,625	6,878	6,798
Minority interests												
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS		1,252	-5,300	622	1,933	5,427	6,394	5,859	5,574	6,118	6,358	6,264
"Cash" generated towards capital works		17,760	9,787	16,407	18,093	22,276	23,754	24,077	24,251	25,705	26,450	27,340



# Long Term Financial Plan Consolidated

## 2014/2015 to 2023/2024 SCENARIO 2 (SRV - 7% over four years, including rate pegging)

Council of the City of Ryde	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>	<b>Opening</b>										
Cash and cash equivalents	15,805	17,799	15,103	14,009	13,867	13,799	14,217	14,659	15,171	15,876	16,777
Investments	46,450	52,311	44,388	41,174	40,756	40,556	41,783	43,084	44,587	46,661	49,309
Receivables	5,708	6,129	6,242	6,487	6,600	6,701	6,795	6,737	6,661	6,575	6,480
Inventories	196	196	196	196	196	196	196	196	196	196	196
Other	830	830	830	830	830	830	830	830	830	830	830
Non-current assets classified as held for sale	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620
<b>TOTAL CURRENT ASSETS</b>	<b>71,609</b>	<b>79,885</b>	<b>69,380</b>	<b>65,317</b>	<b>64,870</b>	<b>64,703</b>	<b>66,441</b>	<b>68,127</b>	<b>70,066</b>	<b>72,759</b>	<b>76,213</b>
<b>NON-CURRENT ASSETS</b>											
Investments	29,622	33,360	28,307	26,257	25,991	25,863	26,646	27,475	28,434	29,756	31,445
Receivables	1,004	1,078	1,098	1,141	1,161	1,179	1,195	1,185	1,172	1,157	1,140
Inventories											
Infrastructure, property, plant and equipment	1,912,142	1,917,857	1,933,156	1,940,934	1,944,146	1,950,639	1,955,187	1,960,232	1,964,686	1,968,537	1,971,628
Investments accounted for using equity method											
Investment property											
Intangible assets											
Other											
<b>TOTAL NON CURRENT ASSETS</b>	<b>1,942,768</b>	<b>1,952,295</b>	<b>1,962,561</b>	<b>1,968,332</b>	<b>1,971,298</b>	<b>1,977,681</b>	<b>1,983,028</b>	<b>1,988,892</b>	<b>1,994,292</b>	<b>1,999,450</b>	<b>2,004,213</b>
<b>TOTAL ASSETS</b>	<b>2,014,377</b>	<b>2,032,180</b>	<b>2,031,941</b>	<b>2,033,649</b>	<b>2,036,168</b>	<b>2,042,384</b>	<b>2,049,469</b>	<b>2,057,020</b>	<b>2,064,358</b>	<b>2,072,209</b>	<b>2,088,685</b>
<b>CURRENT LIABILITIES</b>											
Payables	15,265	15,360	17,103	17,443	17,686	18,149	18,492	19,203	19,972	20,484	21,098
Borrowings	527	885	978	1,009	1,046	1,086	490	513	328	343	358
Provisions	10,032	10,032	10,801	11,655	12,494	13,374	14,272	15,236	16,225	17,240	18,281
<b>TOTAL CURRENT LIABILITIES</b>	<b>25,824</b>	<b>26,277</b>	<b>28,882</b>	<b>30,107</b>	<b>31,226</b>	<b>32,609</b>	<b>33,254</b>	<b>34,953</b>	<b>36,525</b>	<b>38,067</b>	<b>39,737</b>
<b>NON-CURRENT LIABILITIES</b>											
Payables											
Borrowings	2,895	4,880	5,402	4,393	3,347	2,260	1,770	1,257	929	586	228
Provisions		770	853	840	879	898	964	989	1,015	1,041	1,068
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>2,895</b>	<b>5,649</b>	<b>6,255</b>	<b>5,232</b>	<b>4,226</b>	<b>3,159</b>	<b>2,734</b>	<b>2,246</b>	<b>1,943</b>	<b>1,627</b>	<b>1,296</b>
<b>TOTAL LIABILITIES</b>	<b>28,719</b>	<b>31,926</b>	<b>35,137</b>	<b>35,340</b>	<b>35,452</b>	<b>35,767</b>	<b>35,988</b>	<b>37,199</b>	<b>38,468</b>	<b>39,694</b>	<b>41,033</b>
<b>NET ASSETS</b>	<b>1,985,658</b>	<b>2,000,254</b>	<b>1,996,804</b>	<b>1,998,310</b>	<b>2,000,716</b>	<b>2,006,617</b>	<b>2,013,481</b>	<b>2,019,821</b>	<b>2,025,890</b>	<b>2,032,515</b>	<b>2,039,393</b>
<b>EQUITY</b>											
Retained earnings	1,725,150	1,739,747	1,736,297	1,737,803	1,740,209	1,746,110	1,752,973	1,759,314	1,765,382	1,772,008	1,778,886
Revaluation Reserves	260,507	260,507	260,507	260,507	260,507	260,507	260,507	260,507	260,507	260,507	260,507
Council equity interest	1,985,658	2,000,254	1,996,804	1,998,310	2,000,716	2,006,617	2,013,481	2,019,821	2,025,890	2,032,515	2,039,393
Minority equity interests											
<b>TOTAL EQUITY</b>	<b>1,985,658</b>	<b>2,000,254</b>	<b>1,996,804</b>	<b>1,998,310</b>	<b>2,000,716</b>	<b>2,006,617</b>	<b>2,013,481</b>	<b>2,019,821</b>	<b>2,025,890</b>	<b>2,032,515</b>	<b>2,039,393</b>



# Long Term Financial Plan Consolidated

# 2014/2015 to 2023/2024 SCENARIO 2 (SRV - 7% over four years, including rate pegging)

Council of the City of Ryde	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>FINANCIAL INDICATORS</b>											
Unrestricted Current Ratio	5.62	4.21	5.18	5.14	5.13	5.40	5.28	5.17	5.21	5.19	5.31
Debt Service Ratio	0.72%	1.23%	1.23%	1.17%	1.12%	1.07%	0.51%	0.49%	0.31%	0.30%	0.28%
Rates & Annual Charges Coverage Ratio	70.96%	81.12%	82.64%	83.35%	83.71%	84.12%	84.18%	84.25%	84.32%	84.39%	84.46%
Buildings and infrastructure renewals ratio	45.04%	56.58%	121.68%	116.17%	119.92%	120.29%	118.78%	118.59%	118.19%	118.50%	116.82%
Operating Surplus Ratio (as per AIFMG Manual)	1.28%	-5.41%	0.59%	1.75%	4.67%	5.23%	4.65%	4.30%	4.58%	4.62%	4.41%
Operating Income (as per AIFMG Manual)	96,395	97,911	105,134	110,489	116,193	122,179	125,879	129,701	133,650	137,730	141,947
Operating Expenses (as per AIFMG Manual)	95,162	103,212	104,511	108,556	110,766	115,785	120,020	124,127	127,531	131,372	135,683
Operating surplus / deficit	1,233	-5,300	622	1,933	5,427	6,394	5,859	5,574	6,118	6,358	6,264
Net Financial liabilities	-71,543	-52,661	-46,100	-45,162	-44,451	-46,657	-48,020	-49,724	-52,600	-56,499	-60,058
Net Financial Liabilities Ratio	-74.22%	-53.78%	-43.85%	-40.87%	-38.26%	-38.19%	-38.15%	-38.34%	-39.36%	-41.02%	-42.31%

**Long Term Financial Plan  
Consolidated**

**2014/2015 to 2023/2024  
SCENARIO 2 (SRV - 7% over four years, including rate pegging)**

Council of the City of Ryde	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CASH AND INVESTMENT SPLIT</b>	<b>Opening</b>										
Cash and cash equivalents	15,805	17,799	15,103	14,009	13,867	13,799	14,217	14,659	15,171	15,876	16,777
Investments	46,450	52,311	44,388	41,174	40,756	40,556	41,783	43,084	44,587	46,661	49,309
Investments - NC	29,622	33,360	28,307	26,257	25,991	25,863	26,646	27,475	28,434	29,756	31,445
<b>TOTAL CASH AND INVESTMENT SPLIT</b>	<b>91,876</b>	<b>103,470</b>	<b>87,799</b>	<b>81,440</b>	<b>80,614</b>	<b>80,219</b>	<b>82,645</b>	<b>85,219</b>	<b>88,192</b>	<b>92,293</b>	<b>102,553</b>
<b>TOTAL CASH AND RECEIVABLES</b>	<b>110,676</b>	<b>95,139</b>	<b>89,069</b>	<b>88,375</b>	<b>88,098</b>	<b>90,635</b>	<b>93,141</b>	<b>96,025</b>	<b>100,025</b>	<b>105,151</b>	<b>110,048</b>
<b>FORECASTED CASH</b>											
Opening Balance	91,876	103,470	87,799	81,440	80,614	80,219	82,645	85,219	88,192	92,293	97,532
Add Revenue	109,889	99,761	106,017	110,962	116,667	122,649	126,361	130,195	134,157	138,250	142,480
Less Expenses	-95,142	-103,212	-104,511	-108,556	-110,766	-115,785	-120,020	-124,127	-127,531	-131,372	-135,683
<b>CURRENT ASSETS</b>											
Receivables	-421	-113	-245	-113	-101	-94	58	76	86	95	106
Inventories											
Other											
Non-current assets classified as held for sale											
<b>NON-CURRENT ASSETS</b>											
Receivables	-74	-20	-43	-20	-18	-17	10	13	15	17	19
Inventories											
Investments accounted for using equity method											
Investment property											
Intangible assets											
Rounding	0										
Rounding reversal											
Other											
<b>Infrastructure, property, plant and equipment</b>											
Capital Expenditure	-24,563	-31,312	-24,638	-20,273	-24,342	-22,933	-24,316	-24,211	-24,546	-24,321	-25,605
In-kind Contributed Assets											
ADD (Non-Cash) - Depreciation	16,507	15,088	15,785	16,161	16,849	17,360	18,219	18,677	19,587	20,093	21,076
ADD Book Value of Assets Disposed	2,340	925	1,075	900	1,000	1,026	1,053	1,080	1,108	1,137	1,167
<b>CURRENT LIABILITIES</b>											
Payables	95	1,743	340	243	463	343	712	768	512	614	723
Borrowings											
Add New Borrowings	2,700	1,500									
Less: Loan Repayments	-508	-885	-978	-1,009	-1,046	-1,086	-490	-513	-328	-343	-358
Provisions											
Add Changes in provisions	770	853	840	879	898	964	989	1,015	1,041	1,068	1,096
<b>NON-CURRENT LIABILITIES</b>											
Borrowings											
<b>CLOSING FORECASTED CASH</b>	<b>103,470</b>	<b>87,799</b>	<b>81,440</b>	<b>80,614</b>	<b>80,219</b>	<b>82,645</b>	<b>85,219</b>	<b>88,192</b>	<b>92,293</b>	<b>97,532</b>	<b>102,553</b>
<b>RESTRICTED CASH</b>											
Total Internally Restricted Reserves	-39,756	-49,496	-42,129	-42,717	-43,057	-45,302	-46,473	-48,501	-49,282	-52,653	-55,292
Total Externally Restricted Reserves	-47,496	-50,418	-40,393	-17,299	-15,164	-11,301	-11,359	-10,137	-9,532	-10,337	-9,955
<b>TOTAL RESTRICTED CASH</b>	<b>-87,252</b>	<b>-99,652</b>	<b>-82,555</b>	<b>-60,154</b>	<b>-58,351</b>	<b>-56,750</b>	<b>-57,955</b>	<b>-58,139</b>	<b>-59,237</b>	<b>-61,472</b>	<b>-64,904</b>
Unrestricted Cash	4,625	3,817	5,244	21,286	22,263	23,468	24,690	27,080	28,955	30,821	34,584
<b>EXTERNALLY RESTRICTED RESERVES SPLIT</b>											
Current	-32,183	-34,162	-27,370	-11,722	-10,275	-7,657	-7,697	-6,869	-7,085	-6,458	-7,004
Non-Current	-15,313	-16,255	-13,023	-5,577	-4,889	-3,644	-3,662	-3,268	-3,371	-3,073	-3,333
<b>Total Externally Restricted Reserves Split</b>	<b>-47,496</b>	<b>-50,418</b>	<b>-40,393</b>	<b>-17,299</b>	<b>-15,164</b>	<b>-11,301</b>	<b>-11,359</b>	<b>-10,137</b>	<b>-10,457</b>	<b>-9,532</b>	<b>-9,955</b>



**Long Term Financial Plan  
Consolidated**

**2014/2015 to 2023/2024  
SCENARIO 2 (SRV - 7% over four years, including rate pegging)**

Council of the City of Ryde	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>OTHER CASH RELATED ITEMS</b>											
<b>CAPITAL EXPENDITURE</b>											
Community Life	6,529	9,085	4,571	3,579	3,969	3,995	4,106	4,220	4,337	4,457	4,581
Environment & Planning	2,346	2,846	2,539	560	2,000	600	1,368	632	1,441	665	1,516
Public Works	14,009	16,421	15,534	14,652	16,842	17,443	17,923	18,417	18,201	18,406	18,889
Corporate Services	1,679	2,961	1,995	1,482	1,531	896	919	943	567	793	618
<b>TOTAL OTHER CASH RELATED ITEMS</b>	<b>24,563</b>	<b>31,312</b>	<b>24,638</b>	<b>20,273</b>	<b>24,342</b>	<b>22,933</b>	<b>24,316</b>	<b>24,211</b>	<b>24,546</b>	<b>24,321</b>	<b>25,605</b>
<b>BORROWINGS</b>											
New Borrowings	-2,700	-1,500									
Less: Loan Repayments	508	885	978	1,009	1,046	1,086	490	513	328	343	358
<b>NET LOAN FUNDS (PAYMENTS/RECEIPTS)</b>	<b>-2,192</b>	<b>-615</b>	<b>978</b>	<b>1,009</b>	<b>1,046</b>	<b>1,086</b>	<b>490</b>	<b>513</b>	<b>328</b>	<b>343</b>	<b>358</b>
<b>ADVANCES</b>											
New Advances											
Less: Advances Repaid											
<b>NET ADVANCED FUNDS (PAYMENTS/RECEIPTS)</b>											
<b>RESERVES TRANSFER TO/ (FROM)</b>	<b>12,662</b>	<b>-17,391</b>	<b>-7,218</b>	<b>-1,795</b>	<b>-1,618</b>	<b>1,230</b>	<b>805</b>	<b>1,101</b>	<b>2,446</b>	<b>3,444</b>	<b>3,077</b>
<b>OTHER NON-CASH RELATED ITEMS</b>											
ADD (Non-Cash) - Depreciation	-16,507	-15,088	-15,785	-16,161	-16,849	-17,360	-18,219	-18,677	-19,587	-20,093	-21,076
ADD (Non-Cash) - ELE Accruals	418										
ADD (Non-Cash) - Interest on Security Deposits - Accruals											
ADD Book Value of Assets Disposed	-2,340	-925	-1,075	-900	-1,000	-1,026	-1,053	-1,080	-1,108	-1,137	-1,167
<b>TOTAL OTHER NON-CASH RELATED ITEMS</b>	<b>-18,430</b>	<b>-16,013</b>	<b>-16,860</b>	<b>-17,061</b>	<b>-17,849</b>	<b>-18,386</b>	<b>-19,271</b>	<b>-19,757</b>	<b>-20,695</b>	<b>-21,230</b>	<b>-22,243</b>

# Long Term Financial Plan Consolidated

## 2014/2015 to 2023/2024 SCENARIO 2 (SRV - 7% over four years, including rate pegging)

### Council of the City of Ryde

Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000

#### EQUITY - RETAINED EARNINGS

##### Opening

Retained earnings

-1,641,301

Profit & Loss prior year

3,402

#### RESERVES BALANCES

Asset Replacement Reserve

-9,065

Carryover Works Reserve

-2,767

Civic Precinct Reserve

-1,258

Council Election Reserve

-346

Domestic Waste Management Reserve

-4,790

External Drainage Works Contribution Reserve

-198

Internal Loan Balances

688

Internally Restricted Liabilities Reserves

-11,536

Investment Property Reserve

-15,640

Macquarie Park Corridor Special Rate Reserve

-1,818

Other Internally Restricted Reserves

-6,915

Other Unexpended Grant Reserves

-4,185

Plant Reserve

-2,011

RALC Reserve

-2,441

Section 94 Reserves

-22,117

Stormwater Management Charge Reserve

-1,401

WASIP Grant Reserve

-1,471

-15,363	-14,933	-16,350	-17,502	-19,722	-20,191	-21,631	-22,457	-24,928	-26,647	-29,170
-2,721	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2
-823	-649	-649	-649	-649	-649	-649	-649	-649	-649	-649
-466	-586	-661	-196	-311	-426	-541	-6	-191	-376	-561
-4,912	-2,416	14,206	14,098	13,787	13,280	12,588	11,670	10,495	9,026	7,226
-228	-228	-228	-228	-228	-228	-228	-228	-228	-228	-228
2,009	2,268	2,008	1,726	1,414	1,069	703	302	-336	-991	-1,664
-11,974	-11,974	-11,974	-11,974	-11,974	-11,974	-11,974	-11,974	-11,974	-11,974	-11,974
-16,404	-12,849	-11,637	-10,724	-9,966	-9,863	-9,758	-9,650	-9,539	-9,426	-9,309
-1,129	-457	-522	-1,097	-1,522	-2,983	-4,482	-6,021	-7,599	-9,218	-10,880
-10,673	-10,432	-10,412	-10,412	-10,412	-10,412	-10,412	-10,412	-10,412	-10,412	-10,412
-920	-902	-973	-1,046	-1,121	-1,198	-1,277	-1,358	-1,441	-1,526	-1,614
-2,461	-2,226	-2,228	-2,446	-2,771	-3,104	-3,446	-3,796	-4,155	-4,524	-4,902
-2,595	-2,721	-2,787	-2,853	-2,884	-2,896	-2,786	-2,614	-2,442	-2,266	-2,085
-29,883	-24,024	-19,038	-16,914	-13,101	-12,129	-9,676	-8,525	-5,859	-4,615	-1,836
-1,214	-375	1,248	2,016	2,876	3,890	4,931	5,998	7,093	8,217	9,370
-158	-19	-19	-19	-19	-19	-19	-19	-19	-19	-19

#### TOTAL RESERVES BALANCES

-87,252 -99,914 -82,523 -60,016 -58,221 -56,603 -57,833 -58,638 -59,739 -62,185 -65,629 -68,707

#### BALANCING OF EQUITY

-1,639,833 -1,653,774 -1,677,786 -1,681,988 -1,689,507 -1,695,141 -1,700,676 -1,705,644 -1,709,823 -1,713,257 -1,716,977

#### TOTAL EQUITY - RETAINED EARNINGS

-1,725,150 -1,739,747 -1,736,297 -1,737,803 -1,740,209 -1,746,110 -1,752,973 -1,759,314 -1,765,382 -1,772,008 -1,778,886 -1,785,684

-1,725,150 -1,739,897 -1,736,447 -1,737,953 -1,740,359 -1,746,260 -1,753,124 -1,759,464 -1,765,533 -1,772,158 -1,779,036 -1,785,834

-151 -151 -151 -151 -151 -151 -151 -151 -151 -151 -151

\*\* equals equity balances at report run for current year\*\*



# Long Term Financial Plan Consolidated

# 2014/2015 to 2023/2024 SCENARIO 2 (SRV - 7% over four years, including rate pegging)

Council of the City of Ryde		Actual 2013/2014	Forecast 2014/2015	Forecast 2015/2016	Forecast 2016/2017	Forecast 2017/2018	Forecast 2018/2019	Forecast 2019/2020	Forecast 2020/2021	Forecast 2021/2022	Forecast 2022/2023	Forecast 2023/2024
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables outstanding amounts %		8.00%	7.75%	7.50%	7.25%	7.00%	6.75%	6.50%	6.25%	6.00%	5.75%	5.50%
Payables increase of Outstanding amounts, i.e. per year * %		25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%
Provisions increase of Outstanding amounts, i.e. per year * %		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
<b>RECEIVABLES</b>	<b>Opening</b>											
Opening		6,712	7,207	7,340	7,629	7,761	7,880	7,990	7,922	7,833	7,732	7,620
New Receivables		83,373	87,503	94,375	99,420	104,807	110,497	113,893	117,403	121,032	124,784	128,664
<b>Total Receivables</b>		<b>90,084</b>	<b>94,710</b>	<b>101,715</b>	<b>107,048</b>	<b>112,568</b>	<b>118,377</b>	<b>121,883</b>	<b>125,325</b>	<b>128,865</b>	<b>132,516</b>	<b>136,284</b>
Amount remaining (@ outstanding amount %)		7,207	7,340	7,629	7,761	7,880	7,990	7,922	7,833	7,732	7,620	7,496
Change in Receivables		495	133	289	132	119	111	-68	-90	-101	-112	-124
Receivables		5,708	6,129	6,242	6,487	6,600	6,701	6,795	6,737	6,661	6,480	6,374
Receivables - NC		1,004	1,078	1,098	1,141	1,161	1,179	1,195	1,185	1,172	1,140	1,121
<b>TOTAL RECEIVABLES</b>		<b>6,712</b>	<b>7,207</b>	<b>7,340</b>	<b>7,629</b>	<b>7,761</b>	<b>7,880</b>	<b>7,990</b>	<b>7,922</b>	<b>7,833</b>	<b>7,620</b>	<b>7,496</b>
		6,712										
<b>PAYABLES</b>	<b>Opening</b>											
Opening		15,265	15,360	17,103	17,443	17,686	18,149	18,492	19,203	19,972	20,484	21,098
New Payables		46,173	53,052	52,669	53,299	54,909	55,819	58,322	60,683	61,965	63,909	66,188
<b>Total Payables</b>		<b>61,438</b>	<b>68,411</b>	<b>69,772</b>	<b>70,742</b>	<b>72,594</b>	<b>73,967</b>	<b>76,813</b>	<b>79,887</b>	<b>81,937</b>	<b>84,393</b>	<b>87,287</b>
Amount remaining (@ outstanding amount %)		15,360	17,103	17,443	17,686	18,149	18,492	19,203	19,972	20,484	21,098	21,822
Change in Payables		95	1,743	340	243	463	343	712	768	512	614	723
Payables		15,265	15,360	17,103	17,443	17,686	18,149	18,492	19,203	19,972	20,484	21,098
Payables - NC			-0	-0	-0	-0	-0	-0	-0	-0	-0	-0
<b>TOTAL PAYABLES</b>		<b>15,265</b>	<b>15,360</b>	<b>17,103</b>	<b>17,443</b>	<b>17,686</b>	<b>18,149</b>	<b>18,492</b>	<b>19,203</b>	<b>19,972</b>	<b>20,484</b>	<b>21,822</b>
		15,265										
<b>PROVISIONS</b>	<b>Opening</b>											
Opening		10,032	10,801	11,655	12,494	13,374	14,272	15,236	16,225	17,240	18,281	19,349
Change in Provisions- by %		770	853	840	879	898	964	989	1,015	1,041	1,068	1,096
<b>Total Provisions</b>		<b>10,801</b>	<b>11,655</b>	<b>12,494</b>	<b>13,374</b>	<b>14,272</b>	<b>15,236</b>	<b>16,225</b>	<b>17,240</b>	<b>18,281</b>	<b>19,349</b>	<b>20,445</b>
Provisions		10,032	10,801	11,655	12,494	13,374	14,272	15,236	16,225	17,240	18,281	19,349
Provisions - NC												
<b>TOTAL PROVISIONS</b>		<b>10,032</b>	<b>10,801</b>	<b>11,655</b>	<b>12,494</b>	<b>13,374</b>	<b>14,272</b>	<b>15,236</b>	<b>16,225</b>	<b>17,240</b>	<b>18,281</b>	<b>20,445</b>
		10,032										
<b>BORROWINGS</b>												
Current (next year's repayment)		527	885	978	1,009	1,046	1,086	490	513	328	343	358
Non-Current		2,895	4,880	5,402	4,393	3,347	2,260	1,770	1,257	929	586	228
Add New Borrowings		151	2,700	1,500								
Less: Loan Repayments		-508	-885	-978	-1,009	-1,046	-1,086	-490	-513	-328	-343	-358
<b>TOTAL BORROWINGS</b>		<b>3,573</b>	<b>5,765</b>	<b>6,380</b>	<b>5,402</b>	<b>4,393</b>	<b>3,347</b>	<b>2,260</b>	<b>1,770</b>	<b>929</b>	<b>586</b>	<b>228</b>
Buildings and Infrastructure Renewals spending		7,567	7,381	16,209	15,730	16,589	17,045	17,421	17,801	18,244	18,691	19,146
Buildings and Infrastructure Depreciation		16,803	13,044	13,321	13,540	13,834	14,170	14,666	15,010	15,437	15,774	16,389
Annual Underspend		9,235	5,664	-2,888	-2,190	-2,755	-2,875	-2,755	-2,791	-2,807	-2,917	-2,757
Infrastructure Renewal Backlog		55,207	64,442	70,106	67,218	65,028	62,273	59,398	56,643	53,853	48,128	45,371
			16.7%	8.8%	-4.1%	-3.3%	-4.2%	-4.6%	-4.6%	-4.9%	-5.2%	-5.7%
Cash available from the Base Budget (incl Reserves)		17,760	9,787	16,407	18,093	22,276	23,754	24,077	24,251	25,705	26,450	27,340



# Long Term Financial Plan General Revenue

## 2014/2015 to 2023/2024 SCENARIO 2 (SRV - 7% over four years, including rate pegging)

### Council of the City of Ryde

#### INCOME STATEMENT

##### REVENUE FROM CONTINUING OPERATIONS

	Actual 2013/2014 \$'000	Forecast 2014/2015 \$'000	Forecast 2015/2016 \$'000	Forecast 2016/2017 \$'000	Forecast 2017/2018 \$'000	Forecast 2018/2019 \$'000	Forecast 2019/2020 \$'000	Forecast 2020/2021 \$'000	Forecast 2021/2022 \$'000	Forecast 2022/2023 \$'000	Forecast 2023/2024 \$'000
Rates and annual charges	45,814	47,486	50,713	54,172	57,878	61,850	63,458	65,108	66,800	68,537	70,319
User charges and fees	7,594	5,903	6,148	6,308	6,472	6,641	6,813	6,990	7,172	7,359	7,550
Interest and investment revenue	4,325	3,347	3,434	3,523	3,615	3,709	3,805	3,904	4,006	4,110	4,217
Other revenues	7,729	5,988	6,134	6,294	6,457	6,625	6,797	6,974	7,155	7,342	7,532
Grants & contributions - Operating	4,528	5,875	6,036	6,193	6,384	6,550	6,721	6,896	7,075	7,259	7,447
Grants & contributions - Capital	13,495	1,850	884	474	474	469	482	494	507	520	534
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>83,485</b>	<b>70,450</b>	<b>73,350</b>	<b>76,964</b>	<b>81,280</b>	<b>85,844</b>	<b>88,076</b>	<b>90,366</b>	<b>92,716</b>	<b>95,126</b>	<b>97,600</b>

##### EXPENSES FROM CONTINUING OPERATIONS

Employee benefits and on-costs	32,705	36,065	35,357	37,167	37,944	41,045	42,112	43,207	44,330	45,483	46,666
Borrowing costs	120	173	183	157	141	114	90	74	60	41	21
Materials and contracts	15,889	16,251	16,673	17,034	16,529	16,438	16,865	17,954	17,754	18,215	18,689
Depreciation and amortisation	12,986	12,216	12,774	13,086	13,624	14,066	14,762	15,146	15,881	16,307	17,102
Impairment											
Other expenses	9,817	10,597	10,928	11,396	11,755	12,208	12,807	13,153	13,572	14,106	14,560
Interest and Investment losses											
Net loss from the disposal of assets	154										
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>71,670</b>	<b>75,303</b>	<b>75,915</b>	<b>78,839</b>	<b>79,992</b>	<b>83,872</b>	<b>86,637</b>	<b>89,534</b>	<b>91,597</b>	<b>94,152</b>	<b>97,038</b>

##### OPERATING RESULT FROM CONTINUING OPERATIONS

##### OPERATIONS

##### NET OPERATING RESULT FOR THE YEAR

##### Attributable to:

Council	11,814	-4,852	-2,565	-1,875	1,288	1,973	1,439	832	1,119	974	562
Minority interests											

##### NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS

	-1,680	-6,703	-3,448	-2,349	814	1,503	958	338	612	454	28
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##### "Cash" generated towards capital works

	11,306	5,513	9,325	10,737	14,438	15,569	15,720	15,484	16,493	16,761	17,130
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**Long Term Financial Plan  
Commercial Waste**

**2014/2015 to 2023/2024  
SCENARIO 2 (SRV - 7% over four years, including rate pegging)**

Council of the City of Ryde	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INCOME STATEMENT</b>											
<b>REVENUE FROM CONTINUING OPERATIONS</b>											
Rates and annual charges	135										
User charges and fees	991	1,000	1,026	1,053	1,080	1,108	1,137	1,167	1,197	1,228	1,260
Interest and investment revenue											
Other revenues	293	235	241	247	253	260	267	274	281	288	296
Grants & contributions - Operating											
Grants & contributions - Capital											
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>1,419</b>	<b>1,235</b>	<b>1,267</b>	<b>1,300</b>	<b>1,333</b>	<b>1,368</b>	<b>1,404</b>	<b>1,440</b>	<b>1,478</b>	<b>1,516</b>	<b>1,555</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>											
Employee benefits and on-costs	125	161	165	169	174	178	183	188	193	198	203
Borrowing costs											
Materials and contracts	200	293	307	320	334	342	351	360	370	379	389
Depreciation and amortisation											
Impairment											
Other expenses	205	230	255	282	309	337	366	395	425	455	487
Interest and Investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>530</b>	<b>684</b>	<b>728</b>	<b>772</b>	<b>816</b>	<b>857</b>	<b>900</b>	<b>943</b>	<b>987</b>	<b>1,032</b>	<b>1,079</b>
<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>889</b>	<b>551</b>	<b>539</b>	<b>528</b>	<b>517</b>	<b>511</b>	<b>504</b>	<b>497</b>	<b>491</b>	<b>484</b>	<b>477</b>
<b>OPERATIONS</b>											
<b>NET OPERATING RESULT FOR THE YEAR</b>	<b>889</b>	<b>551</b>	<b>539</b>	<b>528</b>	<b>517</b>	<b>511</b>	<b>504</b>	<b>497</b>	<b>491</b>	<b>484</b>	<b>477</b>
<b>Attributable to:</b>											
Council	889	551	539	528	517	511	504	497	491	484	477
Minority interests											
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS</b>	<b>889</b>	<b>551</b>	<b>539</b>	<b>528</b>	<b>517</b>	<b>511</b>	<b>504</b>	<b>497</b>	<b>491</b>	<b>484</b>	<b>477</b>
<b>"Cash" generated towards capital works</b>	<b>889</b>	<b>551</b>	<b>539</b>	<b>528</b>	<b>517</b>	<b>511</b>	<b>504</b>	<b>497</b>	<b>491</b>	<b>484</b>	<b>477</b>



**Long Term Financial Plan  
Domestic Waste**

**2014/2015 to 2023/2024  
SCENARIO 2 (SRV - 7% over four years, including rate pegging)**

**Council of the City of Ryde**

**INCOME STATEMENT**

**REVENUE FROM CONTINUING OPERATIONS**

	Actual 2013/2014 \$'000	Forecast 2014/2015 \$'000	Forecast 2015/2016 \$'000	Forecast 2016/2017 \$'000	Forecast 2017/2018 \$'000	Forecast 2018/2019 \$'000	Forecast 2019/2020 \$'000	Forecast 2020/2021 \$'000	Forecast 2021/2022 \$'000	Forecast 2022/2023 \$'000	Forecast 2023/2024 \$'000
Rates and annual charges	14,949	16,296	18,822	19,763	20,751	21,789	22,878	24,022	25,223	26,484	27,809
User charges and fees	11										
Interest and investment revenue	45										
Other revenues	24	32	33	34	35	35	36	37	38	39	40
Grants & contributions - Operating	506	221	226	232	238	244	251	257	264	271	278
Grants & contributions - Capital											
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>15,535</b>	<b>16,549</b>	<b>19,081</b>	<b>20,029</b>	<b>21,024</b>	<b>22,069</b>	<b>23,165</b>	<b>24,317</b>	<b>25,526</b>	<b>26,795</b>	<b>28,127</b>

**EXPENSES FROM CONTINUING OPERATIONS**

Employee benefits and on-costs	1,243	1,553	1,495	1,534	1,573	1,614	1,656	1,699	1,744	1,789	1,835
Borrowing costs											
Materials and contracts	10,549	12,083	12,397	12,725	13,063	13,403	13,751	14,109	14,476	14,852	15,238
Depreciation and amortisation	11	18	18	19	20	20	21	22	23	23	24
Impairment											
Other expenses	2,929	4,186	4,639	5,113	5,593	6,084	6,598	7,116	7,649	8,196	8,757
Interest and Investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>14,732</b>	<b>17,839</b>	<b>18,549</b>	<b>19,391</b>	<b>20,250</b>	<b>21,121</b>	<b>22,026</b>	<b>22,946</b>	<b>23,892</b>	<b>24,860</b>	<b>25,855</b>

**OPERATING RESULT FROM CONTINUING OPERATIONS**

**OPERATIONS**

**NET OPERATING RESULT FOR THE YEAR**

**Attributable to:**

Council	803	-1,290	532	638	775	947	1,139	1,371	1,634	1,935	2,272
Minority interests											

**NET OPERATING RESULT FOR THE YEAR BEFORE  
GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL  
PURPOSES EXCLUDING DISCONTINUED OPERATIONS**

	803	-1,290	532	638	775	947	1,139	1,371	1,634	1,935	2,272
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**"Cash" generated towards capital works**

	815	-1,273	551	657	794	967	1,160	1,392	1,657	1,958	2,297
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**Long Term Financial Plan**  
**Externally Restricted Revenue**  
- Macquarie Park Special Rate  
- Stormwater Management Charge

**2014/2015 to 2023/2024**  
**SCENARIO 2 (SRV - 7% over four years, including rate pegging)**

Council of the City of Ryde	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INCOME STATEMENT</b>											
<b>REVENUE FROM CONTINUING OPERATIONS</b>											
Rates and annual charges	2,272	2,318	2,378	2,440	2,504	2,569	2,635	2,704	2,774	2,846	2,920
User charges and fees											
Interest and investment revenue											
Other revenues											
Grants & contributions - Operating											
Grants & contributions - Capital											
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>2,272</b>	<b>2,318</b>	<b>2,378</b>	<b>2,440</b>	<b>2,504</b>	<b>2,569</b>	<b>2,635</b>	<b>2,704</b>	<b>2,774</b>	<b>2,846</b>	<b>2,920</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>											
Employee benefits and on-costs											
Borrowing costs											
Materials and contracts		1	1	1	1	1	1	1	1	1	1
Depreciation and amortisation											
Impairment											
Other expenses											
Interest and investment losses											
Net loss from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>2,272</b>	<b>2,318</b>	<b>2,378</b>	<b>2,440</b>	<b>2,503</b>	<b>2,568</b>	<b>2,635</b>	<b>2,703</b>	<b>2,774</b>	<b>2,846</b>	<b>2,920</b>
<b>OPERATIONS</b>											
<b>NET OPERATING RESULT FOR THE YEAR</b>	<b>2,272</b>	<b>2,318</b>	<b>2,378</b>	<b>2,440</b>	<b>2,503</b>	<b>2,568</b>	<b>2,635</b>	<b>2,703</b>	<b>2,774</b>	<b>2,846</b>	<b>2,920</b>
<b>Attributable to:</b>											
Council	2,272	2,318	2,378	2,440	2,503	2,568	2,635	2,703	2,774	2,846	2,920
Minority interests											
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS</b>	<b>2,272</b>	<b>2,318</b>	<b>2,378</b>	<b>2,440</b>	<b>2,503</b>	<b>2,568</b>	<b>2,635</b>	<b>2,703</b>	<b>2,774</b>	<b>2,846</b>	<b>2,920</b>
<b>"Cash" generated towards capital works</b>	<b>2,272</b>	<b>2,318</b>	<b>2,378</b>	<b>2,440</b>	<b>2,503</b>	<b>2,568</b>	<b>2,635</b>	<b>2,703</b>	<b>2,774</b>	<b>2,846</b>	<b>2,920</b>



**Long Term Financial Plan  
General Revenue**

**2014/2015 to 2023/2024  
SCENARIO 2 (SRV - 7% over four years, including rate pegging)**

**Council of the City of Ryde**

	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INCOME STATEMENT</b>											
<b>REVENUE FROM CONTINUING OPERATIONS</b>											
Rates and annual charges	45,814	47,486	50,713	54,172	57,878	61,850	63,458	65,108	66,800	68,537	70,319
User charges and fees	7,594	5,903	6,148	6,308	6,472	6,641	6,813	6,990	7,172	7,359	7,550
Interest and investment revenue	4,325	3,347	3,434	3,523	3,615	3,709	3,805	3,904	4,006	4,110	4,217
Other revenues	7,729	5,988	6,134	6,294	6,457	6,625	6,797	6,974	7,155	7,342	7,532
Grants & contributions - Operating	4,528	5,875	6,036	6,193	6,384	6,550	6,721	6,896	7,075	7,259	7,447
Grants & contributions - Capital	13,495	1,850	884	474	474	469	482	494	507	520	534
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>83,485</b>	<b>70,450</b>	<b>73,350</b>	<b>76,964</b>	<b>81,280</b>	<b>85,844</b>	<b>88,076</b>	<b>90,366</b>	<b>92,716</b>	<b>95,126</b>	<b>97,600</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>											
Employee benefits and on-costs	32,705	36,065	35,357	37,167	37,944	41,045	42,112	43,207	44,330	45,483	46,666
Borrowing costs	120	173	183	157	141	114	90	74	60	41	21
Materials and contracts	15,889	16,251	16,673	17,034	16,529	16,438	16,865	17,954	17,754	18,215	18,689
Depreciation and amortisation	12,986	12,216	12,774	13,086	13,624	14,066	14,762	15,146	15,881	16,307	17,102
Impairment											
Other expenses	9,817	10,597	10,928	11,396	11,755	12,208	12,807	13,153	13,572	14,106	14,560
Interest and investment losses											
Net loss from the disposal of assets	154										
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>71,670</b>	<b>75,303</b>	<b>75,915</b>	<b>78,839</b>	<b>79,992</b>	<b>83,872</b>	<b>86,637</b>	<b>89,534</b>	<b>91,597</b>	<b>94,152</b>	<b>97,038</b>
<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>11,814</b>	<b>-4,852</b>	<b>-2,565</b>	<b>-1,875</b>	<b>1,288</b>	<b>1,973</b>	<b>1,439</b>	<b>832</b>	<b>1,119</b>	<b>974</b>	<b>562</b>
<b>OPERATIONS</b>											
<b>NET OPERATING RESULT FOR THE YEAR</b>	<b>11,814</b>	<b>-4,852</b>	<b>-2,565</b>	<b>-1,875</b>	<b>1,288</b>	<b>1,973</b>	<b>1,439</b>	<b>832</b>	<b>1,119</b>	<b>974</b>	<b>562</b>
<b>Attributable to:</b>											
Council	11,814	-4,852	-2,565	-1,875	1,288	1,973	1,439	832	1,119	974	562
Minority interests											
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS</b>	<b>-1,680</b>	<b>-6,703</b>	<b>-3,448</b>	<b>-2,349</b>	<b>814</b>	<b>1,503</b>	<b>958</b>	<b>338</b>	<b>612</b>	<b>454</b>	<b>28</b>
<b>"Cash" generated towards capital works</b>	<b>11,306</b>	<b>5,513</b>	<b>9,325</b>	<b>10,737</b>	<b>14,438</b>	<b>15,569</b>	<b>15,720</b>	<b>15,484</b>	<b>16,493</b>	<b>16,761</b>	<b>17,130</b>



**Long Term Financial Plan  
Home Modification**

**2014/2015 to 2023/2024  
SCENARIO 2 (SRV - 7% over four years, including rate pegging)**

**Council of the City of Ryde**

Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INCOME STATEMENT</b>										
<b>REVENUE FROM CONTINUING OPERATIONS</b>										
Rates and annual charges										
User charges and fees	83	80	84	86	88	91	93	95	98	100
Interest and investment revenue										
Other revenues	3									
Grants & contributions - Operating	362	482	494	507	520	534	547	562	576	591
Grants & contributions - Capital										
In-Kind Contributions - Capital (non-cash)										
Net gain from the disposal of assets										
Net share of interests in joint ventures & associates using equity method										
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>448</b>	<b>562</b>	<b>578</b>	<b>593</b>	<b>608</b>	<b>624</b>	<b>640</b>	<b>657</b>	<b>674</b>	<b>692</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>										
Employee benefits and on-costs	236	211	216	222	228	234	240	246	252	259
Borrowing costs										
Materials and contracts	256	277	284	292	299	307	315	323	332	340
Depreciation and amortisation										
Impairment										
Other expenses	30	6	6	6	6	7	7	7	7	7
Interest and Investment losses										
Net loss from the disposal of assets										
Net share of interests in joint ventures & associates using equity method										
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>522</b>	<b>494</b>	<b>507</b>	<b>520</b>	<b>533</b>	<b>547</b>	<b>562</b>	<b>576</b>	<b>591</b>	<b>606</b>
<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>-74</b>	<b>68</b>	<b>71</b>	<b>73</b>	<b>75</b>	<b>77</b>	<b>79</b>	<b>81</b>	<b>83</b>	<b>85</b>
<b>OPERATIONS</b>										
<b>NET OPERATING RESULT FOR THE YEAR</b>	<b>-74</b>	<b>68</b>	<b>71</b>	<b>73</b>	<b>75</b>	<b>77</b>	<b>79</b>	<b>81</b>	<b>83</b>	<b>85</b>
<b>Attributable to:</b>										
Council										
Minority interests										
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS</b>	<b>-74</b>	<b>68</b>	<b>71</b>	<b>73</b>	<b>75</b>	<b>77</b>	<b>79</b>	<b>81</b>	<b>83</b>	<b>85</b>
<b>"Cash" generated towards capital works</b>	<b>-74</b>	<b>68</b>	<b>71</b>	<b>73</b>	<b>75</b>	<b>77</b>	<b>79</b>	<b>81</b>	<b>83</b>	<b>85</b>



**Long Term Financial Plan  
Investment Property Portfolio**

**2014/2015 to 2023/2024  
SCENARIO 2 (SRV - 7% over four years, including rate pegging)**

Council of the City of Ryde	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INCOME STATEMENT</b>											
<b>REVENUE FROM CONTINUING OPERATIONS</b>											
Rates and annual charges											
User charges and fees	854	1,433	1,871	1,919	1,969	2,021	2,073	2,127	2,182	2,239	2,297
Interest and investment revenue											
Other revenues	562	736	846	898	951	976	1,001	1,027	1,054	1,081	1,109
Grants & contributions - Operating											
Grants & contributions - Capital											
In-Kind Contributions - Capital (non-cash)											
Net gain from the disposal of assets											
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>1,416</b>	<b>2,170</b>	<b>2,716</b>	<b>2,817</b>	<b>2,920</b>	<b>2,996</b>	<b>3,074</b>	<b>3,154</b>	<b>3,236</b>	<b>3,320</b>	<b>3,406</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>											
Employee benefits and on-costs	414	395	405	416	427	438	449	461	473	485	498
Borrowing costs											
Materials and contracts	512	621	484	497	511	524	538	552	566	581	596
Depreciation and amortisation	247	198	204	211	219	227	236	246	257	268	281
Impairment											
Other expenses	265	624	680	748	768	788	869	892	915	939	963
Interest and investment losses											
Net loss from the disposal of assets	-5										
Net share of interests in joint ventures & associates using equity method											
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>1,434</b>	<b>1,839</b>	<b>1,774</b>	<b>1,872</b>	<b>1,924</b>	<b>1,976</b>	<b>2,092</b>	<b>2,151</b>	<b>2,211</b>	<b>2,273</b>	<b>2,338</b>
<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>-18</b>	<b>331</b>	<b>943</b>	<b>945</b>	<b>996</b>	<b>1,020</b>	<b>982</b>	<b>1,003</b>	<b>1,025</b>	<b>1,047</b>	<b>1,069</b>
<b>OPERATIONS</b>											
<b>NET OPERATING RESULT FOR THE YEAR</b>	<b>-18</b>	<b>331</b>	<b>943</b>	<b>945</b>	<b>996</b>	<b>1,020</b>	<b>982</b>	<b>1,003</b>	<b>1,025</b>	<b>1,047</b>	<b>1,069</b>
<b>Attributable to:</b>											
Council	-18	331	943	945	996	1,020	982	1,003	1,025	1,047	1,069
Minority interests											
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS</b>	<b>-18</b>	<b>331</b>	<b>943</b>	<b>945</b>	<b>996</b>	<b>1,020</b>	<b>982</b>	<b>1,003</b>	<b>1,025</b>	<b>1,047</b>	<b>1,069</b>
<b>"Cash" generated towards capital works</b>	<b>230</b>	<b>529</b>	<b>1,147</b>	<b>1,156</b>	<b>1,215</b>	<b>1,247</b>	<b>1,218</b>	<b>1,250</b>	<b>1,282</b>	<b>1,315</b>	<b>1,349</b>



**Long Term Financial Plan  
Plant Fund**

**2014/2015 to 2023/2024  
SCENARIO 2 (SRV - 7% over four years, including rate pegging)**

**Council of the City of Ryde**

Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INCOME STATEMENT</b>										
<b>REVENUE FROM CONTINUING OPERATIONS</b>										
Rates and annual charges										
User charges and fees										
Interest and investment revenue										
Other revenues	24	52	54	55	57	58	60	61	63	66
Grants & contributions - Operating										
Grants & contributions - Capital										
In-Kind Contributions - Capital (non-cash)										
Net gain from the disposal of assets										
Net share of interests in joint ventures & associates using equity method										
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>24</b>	<b>52</b>	<b>54</b>	<b>55</b>	<b>57</b>	<b>58</b>	<b>60</b>	<b>61</b>	<b>63</b>	<b>66</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>										
Employee benefits and on-costs	824	981	957	981	1,007	1,033	1,060	1,088	1,116	1,145
Borrowing costs										
Materials and contracts	-3,203	-2,833	-3,107	-3,337	-3,582	-3,675	-3,770	-3,868	-3,969	-4,072
Depreciation and amortisation	2,543	1,989	2,088	2,130	2,237	2,281	2,396	2,443	2,566	2,748
Impairment										
Other expenses	479	514	528	542	556	571	586	602	617	650
Interest and Investment losses										
Net loss from the disposal of assets	-168									
Net share of interests in joint ventures & associates using equity method										
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>474</b>	<b>651</b>	<b>466</b>	<b>317</b>	<b>218</b>	<b>211</b>	<b>272</b>	<b>264</b>	<b>330</b>	<b>394</b>
<b>OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>-450</b>	<b>-599</b>	<b>-412</b>	<b>-262</b>	<b>-162</b>	<b>-153</b>	<b>-212</b>	<b>-203</b>	<b>-267</b>	<b>-328</b>
<b>OPERATIONS</b>										
<b>NET OPERATING RESULT FOR THE YEAR</b>	<b>-450</b>	<b>-599</b>	<b>-412</b>	<b>-262</b>	<b>-162</b>	<b>-153</b>	<b>-212</b>	<b>-203</b>	<b>-267</b>	<b>-328</b>
<b>Attributable to:</b>										
Council	-450	-599	-412	-262	-162	-153	-212	-203	-267	-328
Minority interests										
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS</b>	<b>-450</b>	<b>-599</b>	<b>-412</b>	<b>-262</b>	<b>-162</b>	<b>-153</b>	<b>-212</b>	<b>-203</b>	<b>-267</b>	<b>-328</b>
<b>"Cash" generated towards capital works</b>	<b>2,093</b>	<b>1,390</b>	<b>1,676</b>	<b>1,868</b>	<b>2,075</b>	<b>2,129</b>	<b>2,183</b>	<b>2,240</b>	<b>2,298</b>	<b>2,358</b>



**Long Term Financial Plan  
Ryde Aquatic Leisure Centre**

**2014/2015 to 2023/2024  
SCENARIO 2 (SRV - 7% over four years, including rate pegging)**

**Council of the City of Ryde**

**INCOME STATEMENT**

**REVENUE FROM CONTINUING OPERATIONS**

	Actual 2013/2014 \$'000	Forecast 2014/2015 \$'000	Forecast 2015/2016 \$'000	Forecast 2016/2017 \$'000	Forecast 2017/2018 \$'000	Forecast 2018/2019 \$'000	Forecast 2019/2020 \$'000	Forecast 2020/2021 \$'000	Forecast 2021/2022 \$'000	Forecast 2022/2023 \$'000	Forecast 2023/2024 \$'000
Rates and annual charges											
User charges and fees	5,272	6,408	6,575	6,746	6,921	7,101	7,286	7,475	7,670	7,869	8,074
Interest and investment revenue											
Other revenues	18	17	18	18	19	19	20	20	21	21	22
Grants & contributions - Operating											
Grants & contributions - Capital											
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**

**EXPENSES FROM CONTINUING OPERATIONS**

Employee benefits and on-costs	2,929	3,300	3,385	3,473	3,563	3,656	3,751	3,849	3,949	4,051	4,157
Borrowing costs	26	61	53	45	36	27	18	8			
Materials and contracts	1,260	1,307	1,342	1,379	1,417	1,453	1,491	1,530	1,570	1,611	1,652
Depreciation and amortisation	720	667	700	714	750	765	803	819	860	878	922
Impairment											
Other expenses	845	1,067	1,092	1,233	1,265	1,298	1,467	1,505	1,545	1,585	1,626
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**

**OPERATING RESULT FROM CONTINUING OPERATIONS**

**OPERATIONS**

**NET OPERATING RESULT FOR THE YEAR**

**Attributable to:**

Council	-490	25	20	-80	-92	-79	-225	-216	-233	-234	-261
Minority interests											

**NET OPERATING RESULT FOR THE YEAR BEFORE  
GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL  
PURPOSES EXCLUDING DISCONTINUED OPERATIONS**

**"Cash" generated towards capital works**

	230	692	720	634	659	686	578	604	627	644	661
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# Option C

## Addressing Annual Renewal, Operating, Maintenance Underspending and Infrastructure backlog

This option was for a 12% per annum increase over four years, including the rate pegging amount.

This option would give Council greater capacity to increase or enhance current service levels, and/or more renewals.

Following on from Community Consultation from June 2014 to September 2014, it was made evident that the community did not support this option, and therefore no further information will be shown for this option.