City of Ryde

Lifestyle and opportunity
at your doorstep

Strategic Asset Management Plan

Ryde
2025 to 2035

Document Control

Document Control	City of Ryde				
Document ID: City of Ryde Strategic Asset Management Plan					
Rev No	**Date**	**Revision Details**	**Author**	**Reviewer**	**Approver**
1.0	July 2020	SAMP Update for 2020	MA	DC	
1.1	April 2025	SAMP Revision to align with CSP and update for 2025	MA	DC	

Contents

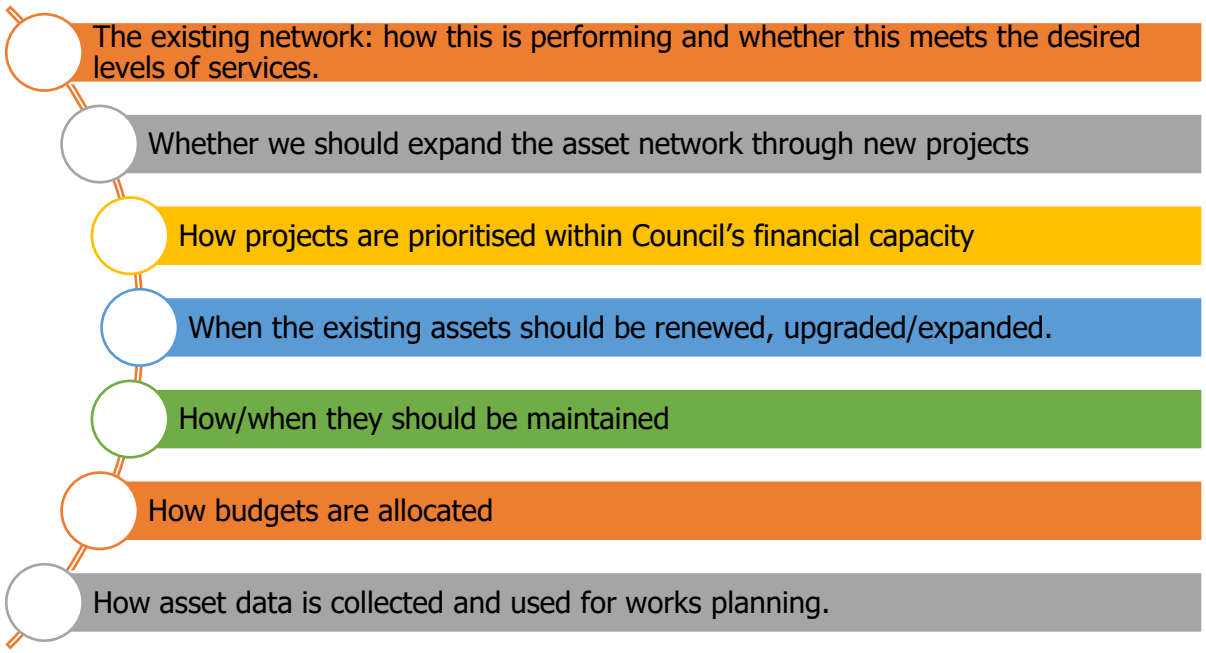
Executive Summary 5
1. Background 9
2. Asset Management Strategic Framework 17
2.1 Integrated Planning and Reporting Framework (IP&R) 17
2.2 Community Strategic Plan (CSP) 17
2.3 Asset Management Planning - Strategic Asset Management Planning (SAMP) 17
2.4 Objectives of the SAMP 19
2.5 Assets We Have 21
2.6 What is Our Priority 23
2.7 Links to Community Strategic Plan 23
2.8 Planning Ahead 25
3. State of Assets 26
3.1 City of Ryde Infrastructure Asset Portfolio 26
3.1.1. Transport Infrastructure Assets 27
3.1.2. Stormwater Drainage Assets 28
3.1.3. Building Assets 29
3.1.4. Open Space and Recreational Assets 30
3.2 Lifecycle Costs 31
3.3 Levels of Service 33
3.4 Forecast Reliability and Data Confidence 33
3.5 Resilience 36
4. Long term Financial Strategy 38
4.1 Scenario 1 – Base Case 39
4.2 Scenario 2 – Base Case + Major Projects 41
4.3 Financial Scenario Comparison 43
5. Council's Asset Management Maturity 44
5.1 How We Define Asset Management Maturity 44
5.2 City of Ryde Asset Management Maturity Assessment 2025 46
5.3 Asset Management Maturity Assessment 47
5.4 Comparison of Maturity Assessment to Previous SAMP 47
6. Strategic Improvement Plan 50

6.1 Carry Forward from 2020 to 2025 Strategic Improvement Plan 54
Glossary 56
Appendix A: Previous Improvement Plan 60
Appendix B: Previous Maturity Assessment 63
Appendix C: Asset Management Policy 64

Executive Summary

This Strategic Asset Management Plan (SAMP) takes the organisational objectives in Council's Community Strategic Plan, develops the asset management objectives, principles, framework, and strategies required to achieve City of Ryde's strategic objectives. Our aim is to provide the services needed by the community in a financial sustainable manner and managing future demands. Achieving financial sustainability requires balancing service levels and performance with cost, risk, and desired states of assets.

To manage these infrastructure assets effectively, City of Ryde has considered:



The Total Gross Replacement Cost (GRC) of the City of Ryde's assets are valued at in excess of $1.5 Billion. This includes asset classes such as Roads, Stormwater Drainage, Bridges, Buildings, Open Space/Recreational Assets, Footpath and Cycleways, Kerb and Gutter, and Foreshore Assets.

This plan summarises activities, asset management improvement tasks and expenditure projections for individual class to achieve asset management objectives and providing desired levels of services from infrastructure assets. City of Ryde is the custodian of an extensive portfolio of infrastructure, non-infrastructure, community, and operational assets to deliver required services to the community.

Council is strongly committed to delivering high quality assets and services to the community and complying with its legislative requirements. Through the implementation of this Strategy Council aims to deliver:

Outcome focused asset management: Improved services and assets optimising resources through appropriately aligning future services and assets.

Informed decision making: A comprehensive understanding of the nature and condition of our assets and the effects our actions have on them.

Sustainable lifecycle management: A key set of actions that will allow us to manage the provision of these assets into the future at lowest long-term cost.

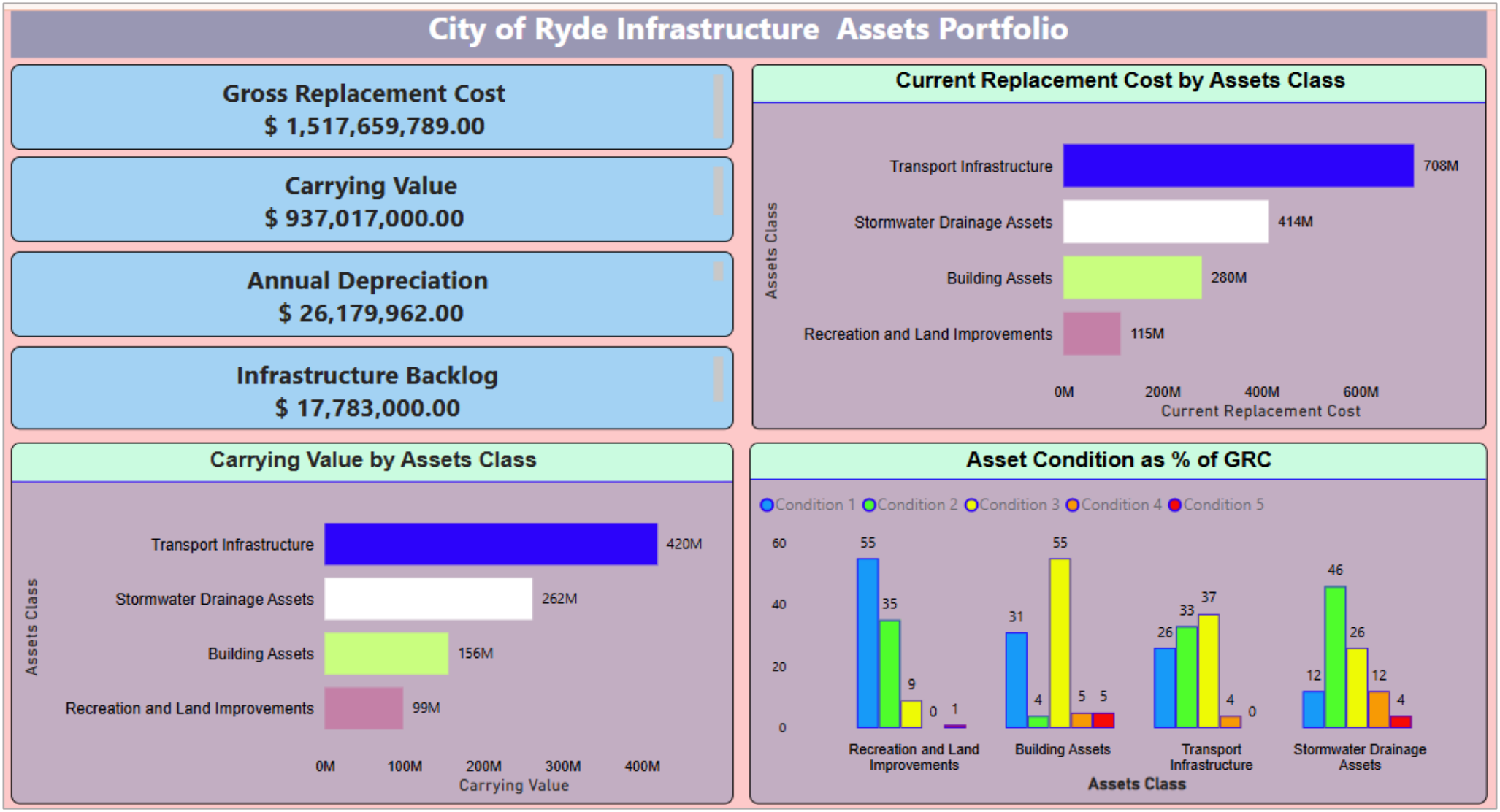
Prioritised maintenance: Being able to assign appropriate levels of funding for operational actions for each asset group in line with service levels outlines in Council's Community Strategic Plan (CSP).

Understanding limitations: Being able to clearly define the service levels that can be delivered with the resources available.

Currently, around 97% of the City of Ryde's managed infrastructure assets are in acceptable condition while remaining 3% of assets, primarily represented by building and stormwater assets, require renewal to bring them back to an acceptable level of service.

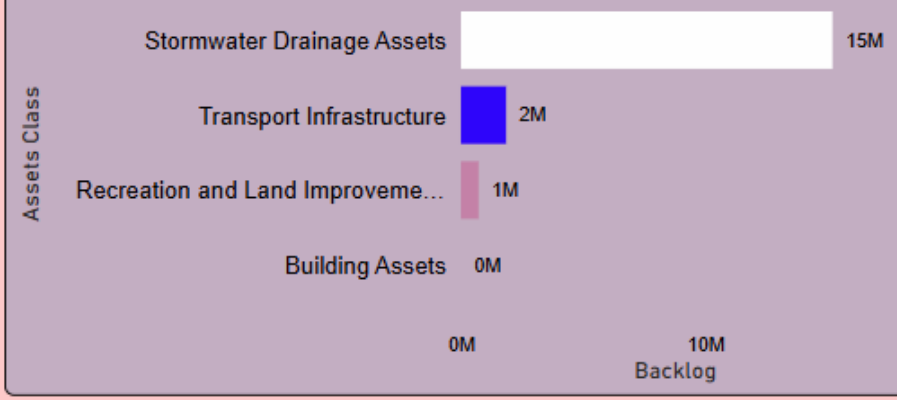
The assets that fall below the acceptable condition level are represented by the current replacement value of all condition 5 assets, worth $ 17,783,000.

Council Infrastructure Assets portfolio and states of assets shown in the following separate pages:


City of Ryde Infrastructure Assets Portfolio
Gross Replacement Cost
$ 1,517,659,789.00
Carrying Value
$ 937,017,000.00
Annual Depreciation
$ 26,179,962.00
Infrastructure Backlog
$ 17,783,000.00
Current Replacement Cost by Assets Class
Transport Infrastructure
708M
Stormwater Drainage Assets
414M
Building Assets
280M
Recreation and Land Improvements
115M
Assets Class
0M
200M
400M
600M
Current Replacement Cost
Carrying Value by Assets Class
Transport Infrastructure
420M
Stormwater Drainage Assets
262M
Building Assets
156M
Recreation and Land Improvements
99M
Assets Class
0M
100M
200M
300M
400M
Carrying Value
Asset Condition as % of GRC
Condition 1
Condition 2
Condition 3
Condition 4
Condition 5
60
40
20
0
55
35
9
0
1
31
4
55
5
5
26
33
37
4
0
12
46
26
12
4
Recreation and Land Improvements
Building Assets
Transport Infrastructure
Stormwater Drainage Assets
Assets Class

City of Ryde Infrastructure Assets Portfolio

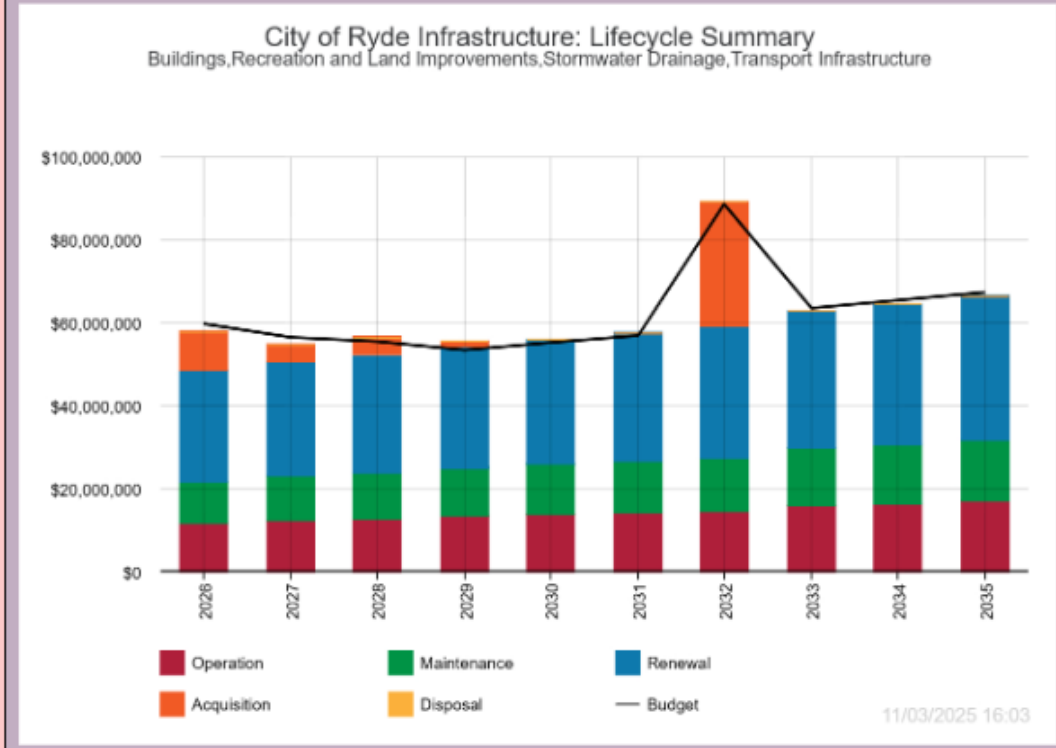
Backlog by Assets Class



Annual Depreciation by Asset Class

Assets Class	Annual Depreciation
Transport Infrastructure	$11,447,678
Building Assets	$6,492,994
Stormwater Drainage Assets	$4,176,090
Recreation and Land Improvements	$4,063,200

Lifecycle Summary



1. Background

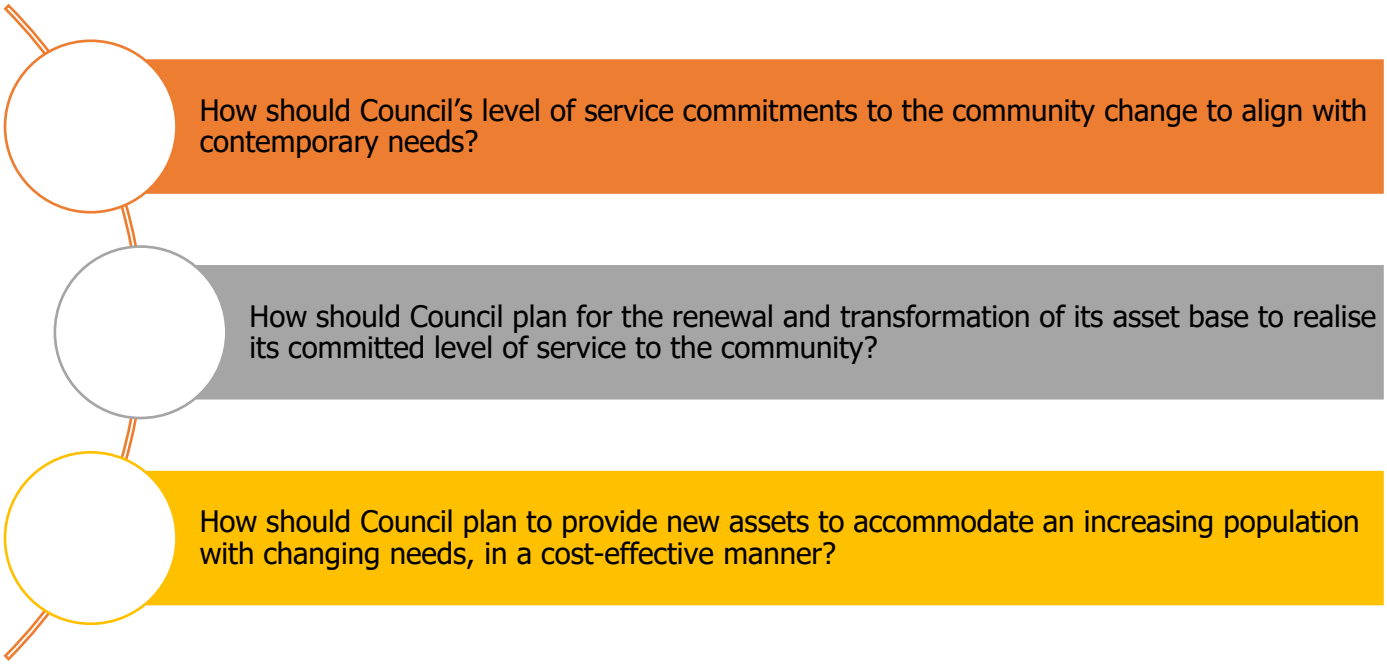
The City of Ryde's infrastructure base has a long history. Many movement corridors used today were established by the Wallumettagal clan of the Darug people, the traditional owners of Country. Most of the established infrastructure that provides services to residents is in the southern half of the City, reflecting the concentration of population during the 20th century.

The City of Ryde is changing rapidly and is expected to keep changing. By 2046 the population of the City will be evenly split between the north and the south. Our community is increasingly diverse in terms of background and life stage, with a corresponding diversity of needs.

The City has benefited from major new transport infrastructure, with the newly extended M1 metro services now bringing Macquarie Park within 20 minutes travel of the Sydney CBD. The new populations attracted to the Macquarie Park Corridor will need new services in an area which does not enjoy an established infrastructure base that supports liveability.

This Strategic Asset Management Plan (SAMP), together with Council's Long Term Financial Plan and Workforce Plan, considers how services could be delivered to realise the Community Strategic Plan and Council's other strategic documents.

The SAMP considers the following questions:



The Strategic Asset Management Plan (SAMP) serves as a blueprint for managing the City's roads, transport networks, public spaces, parks, community facilities, and essential utilities. As urban density increases, transportation needs grow, and climate resilience becomes a priority, the City of Ryde is committed to future-proofing its assets through:

- **Sustainable Infrastructure:** Expanding and maintaining 827,000m² of cycleways and pedestrian pathways, 98 playgrounds, 205 hectares of natural areas, and 56 sports fields to support the community's active and healthy lifestyle.
- **Transport & Connectivity:** Strengthening public transport networks, road infrastructure, and smart mobility solutions to ease congestion and improve accessibility for residents and businesses.
- **Green & Resilient Spaces:** Enhancing urban canopy coverage, increasing tree planting initiatives, and protecting bushland reserves to mitigate the effects of climate change and improve liveability.
- **Innovative Asset Management:** Leveraging data-driven decision-making, smart technology, and efficient maintenance strategies to extend the lifecycle of critical infrastructure.
- **Community-Centric Planning:** Ensuring that all asset management decisions align with community needs, long-term sustainability goals, and the vision outlined in the Ryde 2035 CSP.

As Ryde continues to evolve, expand, and diversify, the SAMP plays a vital role in ensuring that our city remains a place where people want to live, work, and invest. With a strong focus on long-term planning, financial sustainability, and environmental responsibility, this plan will guide our infrastructure investments, prioritise maintenance strategies, and support the City of Ryde's commitment to a connected, sustainable, and thriving future.

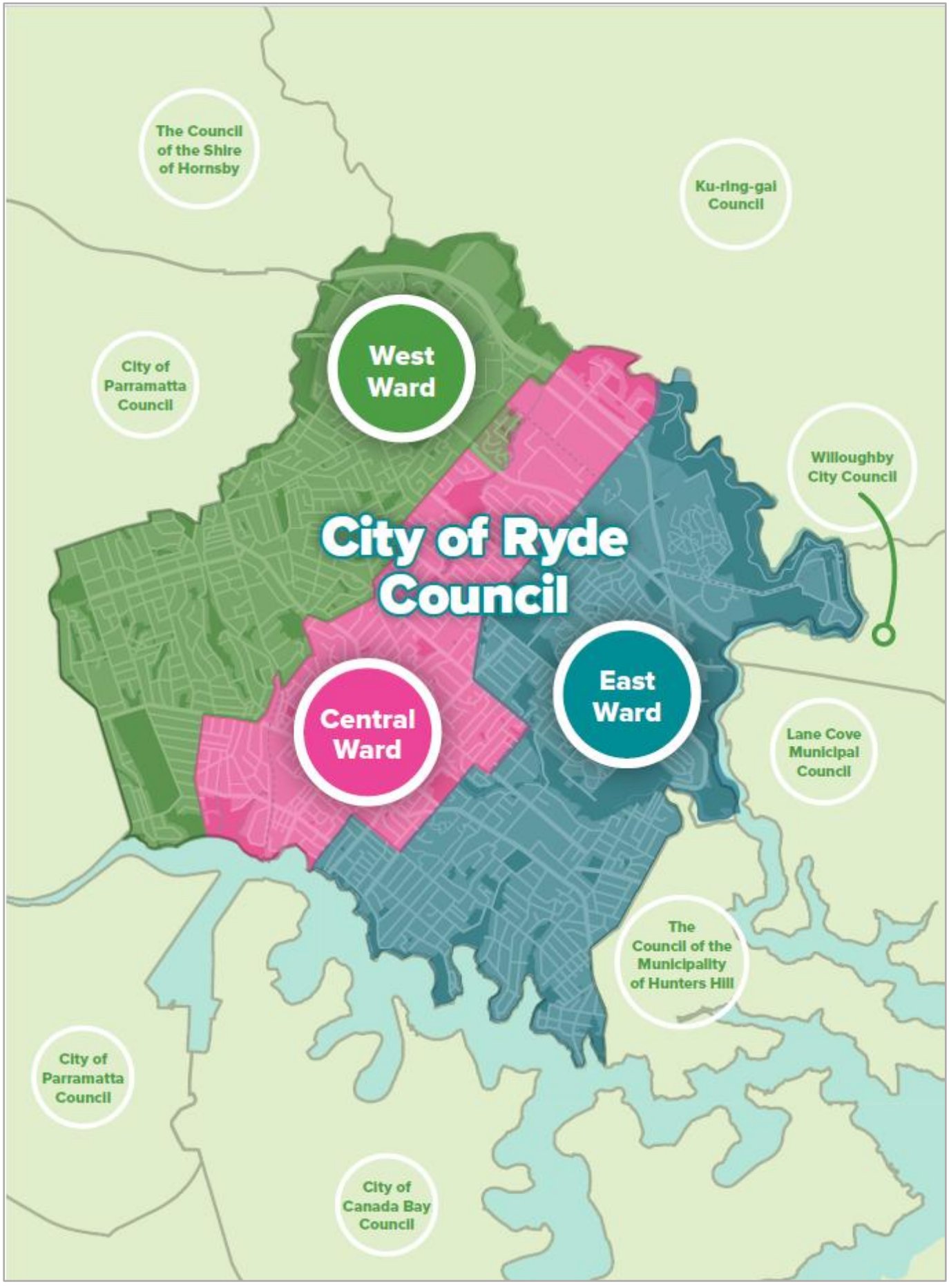
By taking a proactive approach to asset management, we are not just maintaining infrastructure—we are shaping the future of Ryde for generations to come.

The City of Ryde is one of Sydney's fastest-evolving communities, positioned in Sydney's north-western suburbs, 12 kilometres from the Sydney CBD.

Set in scenic surrounds between the Parramatta and Lane Cover Rivers, we are connected to other parts of metropolitan Sydney via major road systems, rail, metro, bus and ferry services and bounded by neighbouring councils.

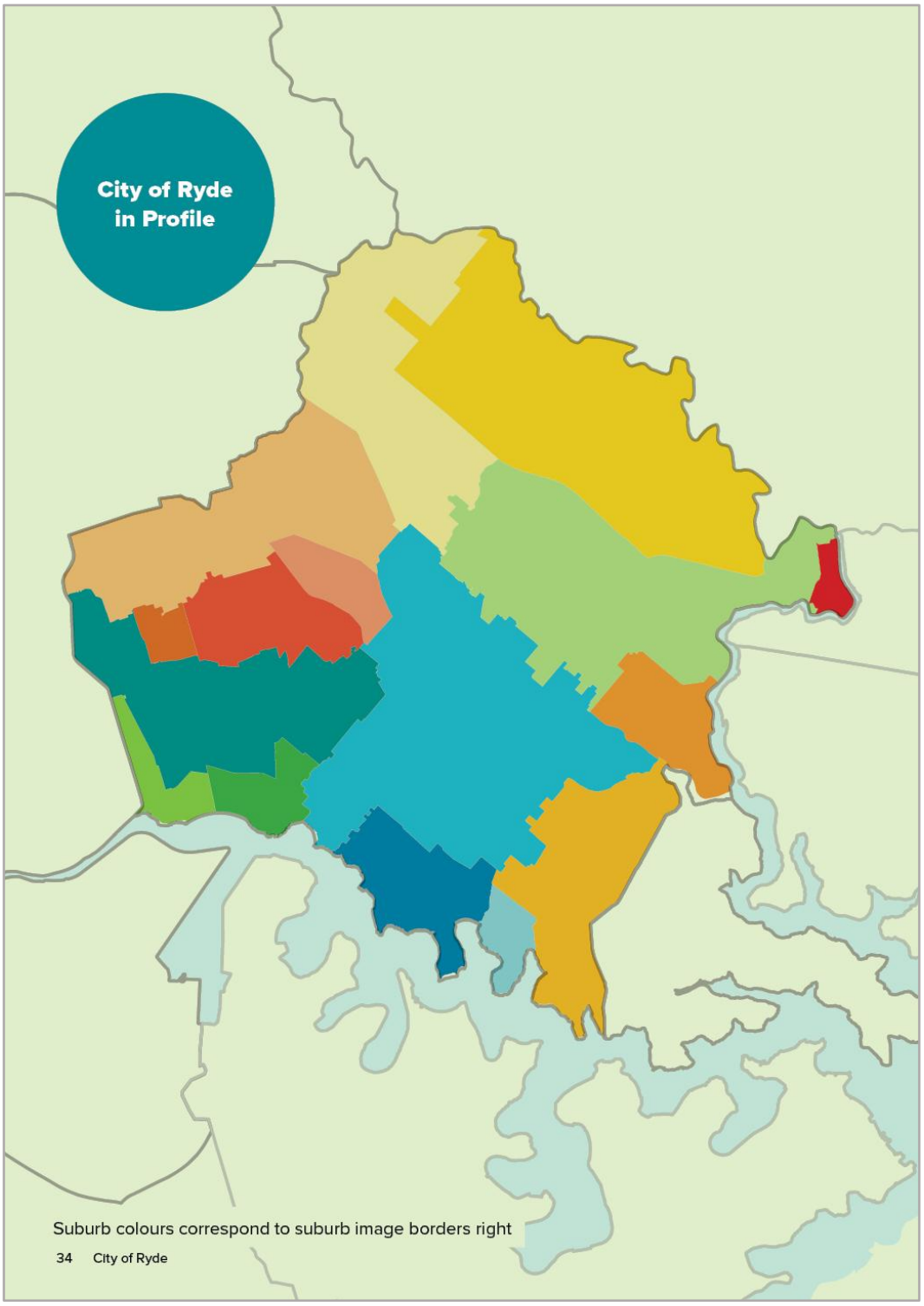
The City of Ryde neighbours Hornsby Shire and the Ku-ring-gai council area in the north, Willoughby City, the Lane Cove River and the Hunters Hill Municipality in the east and Parramatta City in the west. Our city includes 16 suburbs: Chatswood West (part), Denistone, Denistone East, Denistone West,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

The City of Ryde is divided into three wards (East, Central and West) with four Councillors elected to represent each ward and a popularly elected Mayor.


The Council of the Shire of Hornsby
Ku-ring-gai Council
West Ward
City of Parramatta Council
Willoughby City Council
City of Ryde Council
East Ward
Central Ward
Lane Cove Municipal Council
The Council of the Municipality of Hunters Hill
City of Parramatta Council
City of Canada Bay Council

With a projected population increase of 36.56% by 2041, growing from 138,720 in 2024 to an estimated 170,465 by 2035, the demand for infrastructure, public spaces, transport, and essential services is set to increase significantly. As the city continues to attract diverse residents, businesses, and industries, the need for strategic, sustainable, and future-ready asset management has never been more critical.

Home to Macquarie Park Innovation District (MPID)—a nationally significant economic hub contributing $13.6 billion to the NSW economy—the City of Ryde is a powerhouse of employment, innovation, and business growth. With over 14,361 local businesses, 91,764 local jobs, and a Gross Regional Product (GRP) of $19.2 billion, our city is a key driver of Sydney's economic future. To maintain this momentum, our infrastructure and assets must be efficiently managed, well-maintained, and strategically expanded.



Our Suburbs and Landmarks


Chatswood West


Denistone

Denistone East


Denistone West


East Ryde


Eastwood


Gladesville


Macquarie Park


Marsfield


Meadowbank


Melrose Park


North Ryde


Putney


Ryde


Tennyson Point


West Ryde

Who We Are

129,123
Residents in 2021

138,720
in 2024

170,465
in 2035

REMPLAN estimate*

51% Female
49% Male

49% Born overseas

50% Speak another language at home

19% 0-17 years
68% 18-66 years
13% 67+ years
37 Median age

5% Need assistance with core activities

0.5% Aboriginal and/or Torres Strait Islander

67% Tertiary educated^

Longevity
331 Residents reached the age of **95** or older

How We Live

49,040
Households

5 Libraries
4 Train stations
3 Metro stations

2.5 persons
Average household size

56% Owned
42% Rent

45% Flat or apartment
41% Separate house
14% Semi-detached, townhouse

Source: ABS Census 2021 unless otherwise stated
*REMPLAN forecast extracted Nov 2024

^Based on residents 15 years and over

How We Work

Home to
14,361
Local businesses

91,764
Local jobs

71,000
People working in the area who live outside of the City

Top industry sectors for total wages, salaries and employment:

Wholesale trade
$1.473 billion, 12,021 jobs

Professional, scientific and technical services
$1.434 billion, 11,500 jobs

Health care and social assistance
$1.188 billion, 13,783 jobs

A Powerhouse Economy

$19.196 billion
Gross Regional Product (GRP)

City of Ryde LGA's Gross Regulation Product (GRP) is estimated to be
$18.06 billion (2023)

Macquarie Park Innovation District (MPID) is a nationally significant economic hub contributing
$13.6 billion
to the NSW Economy.

Economic Centres concentrated around:

Macquarie Park Innovation District (MPID) covering Macquarie Park and North Ryde, Eastwood, West Ryde – Meadowbank, Top Ryde, Gladesville

Night-Time Economy

820 Businesses
11,000+ Jobs
$1.6 billion
Revenue

A Prosperous Area

38.29%
of households earned an income of more than **$3,000** per week in 2021

65,563
Employed residents

73.41%
of resident workers have a tertiary qualification

How We Play

827,000m² of **paths** and **cycleways** (approx.)

205 Hectares of natural areas distributed over **71** Parks and reserves

2 Swimming facilities:
Ryde Aquatic Leisure Centre
Putney Beach

98 Playgrounds

56 Sportsfields

37 Bushland reserves

27 Halls and facilities

Over **657,169** visits to our five libraries

935,523 Library loans

39,733 Attendees at **1,708** in-person and online library programs and events

16,209 Attendees at Children Storytime and baby Rhymetime

662,500 RALC visits

Average weekly participants in swimming programs: **2,993**

8,161 Council halls and community facilities bookings

1,508,917 Participants in organised sports using our active open space areas

Participants in Organised Sports using active open space areas: **1,508,917**

54 Clubs and associations utilise open spaces, sportsgrounds and parks

Volunteer hours to restore and manage bushlands (Bushcare): **3,417**

Over **120** community groups and faith-based organisations

51,439 Shop Ryder Passenger trips

Volunteers: **12.7%**

38 Council organised festivals, events and creative programs, with approximately **160,000** attendees annually

Diverse in-person and online programs and events for different demographic groups to develop our community and improve their social welling in partnerships with service providers representing Culturally and Linguistically Diverse (CALD) communities

300 Artists registered with Council and **207** local artists

2. Asset Management Strategic Framework

2.1 Integrated Planning and Reporting Framework (IP&R)

The Integrated Planning and Reporting (IP&R) framework changed the way Council's in NSW plan, document, and report on their plans. Council must strategically plan for what it intends to do to support and serve their community. In NSW, the local government strategic planning process is mandated by the NSW Office of Local Government which is commonly referred to as the Integrated Planning and Reporting Framework (IP&R).

In essence the IP&R Framework begins with the community's, not councils, aspirations for a period of at least 10 years. It includes a suite of integrated plans that set out a vision and goals and strategic actions to achieve them. The IP&R involves a reporting structure to communicate progress to council and the community as well as a structured timeline for review to ensure the goals and actions are still relevant.

2.2 Community Strategic Plan (CSP)

The highest level of strategic planning undertaken by a council, with a ten-year plus timeframe. All other plans must support achievement of the Community Strategic Plan objectives. The plan must be for a minimum of 10 years with following key requirements:

- Identify community priorities and aspirations.
- Includes a vision, strategic objectives, and strategies to achieve those objectives.
- Must address the quadruple bottom line: social, environmental, economic, and civic leadership issues.
- Based on social justice principles: equity, access, participation, and right.
- Give due consideration to the State Plan and other relevant state and regional plans.
- The community must be engaged in the development of the plan in line with the Community engagement strategy created for the purpose.
- The CSP must go on public exhibition.

2.3 Asset Management Planning - Strategic Asset Management Planning (SAMP)

The SAMP aims to provide a logical, understandable, and structured hierarchy of asset-related actions from strategy to planning and delivery. It can drive associated or consequential improvements across all areas of the asset lifecycle to secure value for money from asset investment by the followings:

- Analysis and offering a strategic perspective to rethink the way physical assets facilitate services from those assets.
- Setting out a guideline for developing Asset Management Plan to support community goals and objectives defined in SAMP/CSP and providing desired level of services and infrastructures sustainability within financial constrained.
- Incorporating stakeholders' expectations into planning to ensure community requirements are met.
- Defining community aspiration, Council responsibility to implement and identifying requirement of partnership with other Government and Community Groups.

- Supporting funding submissions by providing demonstrable links to department and state strategies.

- Improving asset management skills, maturity, and assets financial performances.
- Integrating and or linking with other management systems (e.g., risk management, financial management, information management).
- linking Asset Management with long-term funding requirements through a long-term financial plan.

2.4 Objectives of the SAMP

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

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

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

- Providing an overarching strategic planning structure and process for the delivery and management of noncurrent Civil Infrastructures assets to best sustain economic development and delivery of services to the community, including further improvement of asset management practices, process, and systems.
- Providing a framework for developing strategies that define service needs then seek to match the quality, quantity, and type of assets with that need. Even a non-asset solution might best meet the service need.
- Ensuring decisions made about each asset or group of assets are supported with structured methodologies and decision-making tools that consider the total life of the asset.
- A rationale for investment decisions should be aligned with Long-term financial planning to ensure financial sustainability in service delivery and future states of assets will be look like to provide desired levels of service.
- Ensuring minimisation of costs over the life of the asset for providing, maintaining, and operating assets to support service and program delivery at specified standards.
- Ensuring investment in assets is at an appropriate level commensurate with service delivery requirements and encourages the consideration and adoption of non-asset-based options for the delivery of some services in some circumstances.
- Ensuring that capital works programs and asset lifecycle activities are prioritised based on assets criticality and asset risk management plan.

All local councils across the state are required to plan and report in line with the NSW Office of Local Government's Integrated Planning and Reporting Framework (IP&R).

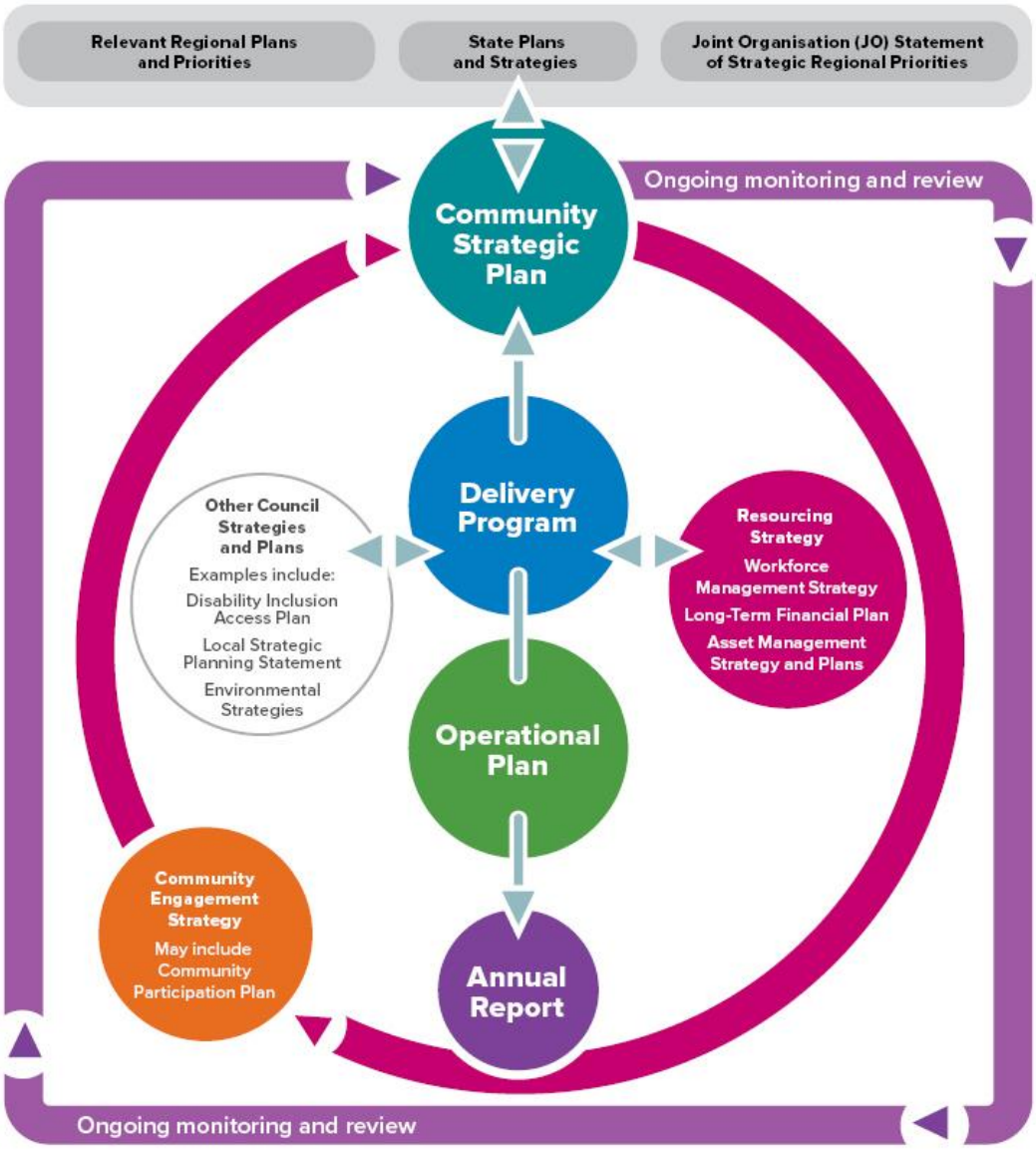


Figure A. Integrated Planning and Reporting (IP&R) Framework

The Resourcing Strategy – detailing how Council can help achieve and best resource these in terms of time, money, assets, and people. The Resourcing Strategy is comprised of three interrelated documents – the Long-Term Financial Plan (LTFP), the Workforce Strategy and the Strategic Asset Management Plan (SAMP).

Delivery Program – a four-year Delivery Plan will identify 'Priority Themes' as areas that Council will focus additional effort and/or investment for a four-year period. This will enable Council to address challenges or opportunities. The Delivery Plan will map strategic actions across four years with a particular focus on these actions being within the Priority to deliver the community's vision in the community strategic plan.

Operational Plan – The strategic actions of the Delivery Plan inform Council's Annual Business Plan and Budget which sets out the actions that Council will deliver each financial year, including

existing services and strategic actions, details of specific actions, budgets and capital works Council will undertake in the financial year, including information on rates, fees, and charges.

2.5 Assets We Have

The City of Ryde works within a structure of metropolitan -level strategic planning by the NSW Government, Greater Sydney Commission, Northern District Commission in some cases the Australian Government that clarifies the role the City of Ryde must play in accommodating forecasted population growth, including targets for population, housing, and jobs growth, invest in transport and traffic facilities, open space, and vibrant town centres.

This SAMP breaks the City of Ryde's Infrastructures into four major groups. These include:

- Transport Infrastructure
- Stormwater Drainage
- Buildings
- Open Space and Recreational Assets.

These main asset groups are further broken down into the following classes:

City Of Ryde - Asset Summary

2025

Buildings
Replacement Value: $279.9M
several facilities including.

- Community Facilities
- Leisure and Aquatic Facilities
- Libraries
- Multi-Storey Carparks
- Operational Buildings
  Commercial Buildings
- Parks Buildings and Facilities

Carpark
Replacement value:
$20.6M
over 186,000 m2

Seawalls, Ramps, Wharves & Jetties
Replacement value:
$18.9M over 2,600m of seawall

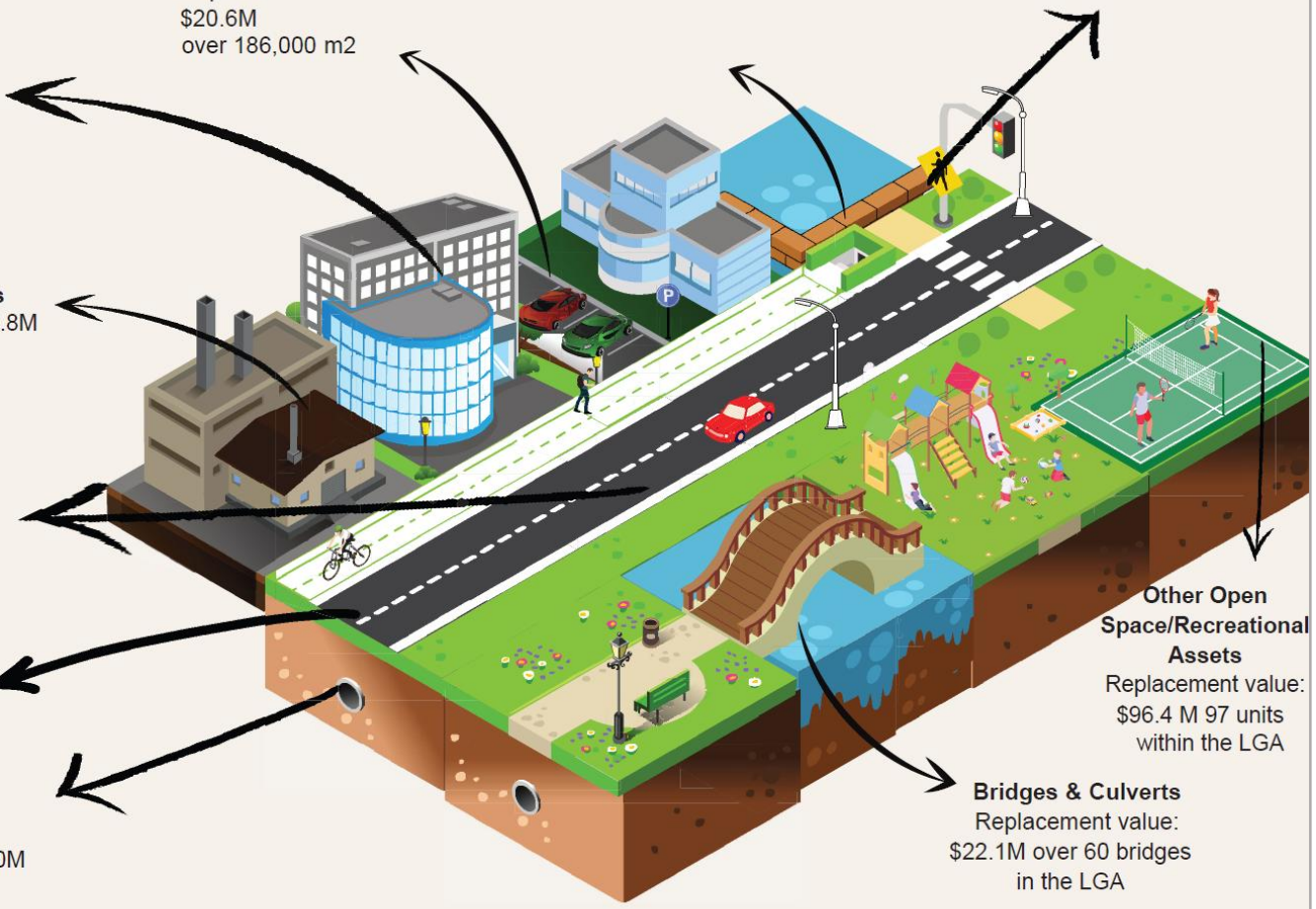
Roadside structures and Traffic Facilities
Replacement value:
$56.1M over 3,500 units

Footpaths & Cycleways
Replacement value: $158.8M
over 807,000 m2

Kerb and Gutter
Replacement value:
$144.0M
over 665,000 m

Roads
Replacement value: $306.7M
over 2,624,000 m2

Stormwater Drainage
Replacement value: $414.0M
over 11,730 pits
over 253,071 m pipes



Other Open Space/Recreational Assets
Replacement value:
$96.4 M 97 units
within the LGA

Bridges & Culverts
Replacement value:
$22.1M over 60 bridges
in the LGA

2.6 What is Our Priority

Our community survey has reconfirmed that the seven outcomes that formed the basis of previous City of Ryde Community Strategic Plan still reflects the priorities of the community. Services from these assets provided as condition and services states driven to achieve community desires and Council priorities. City of Ryde Community desires breakdown into seven key categories such as –

- Our Vibrant and Liveable City
- Our Active and Healthy City
- Our Natural and Sustainable City
- Our Smart and Innovative City
- Our Connected and Accessible City
- Our Diverse and Inclusive City, and
- Our Open and Progressive City.

From the City of Ryde's 2025 CSP, the community identified the following opportunities and challenges:

Not all required infrastructure will be owned or be the responsibility of Council to upgrade. This forms outcomes within the CSP where Council will advocate the relevant authority to deliver the required infrastructure in a timely manner.

The key objectives and priorities that link to one of the seven strategic outcomes are within the table below. These items will form part of the key decision-making criteria when assessing the requirement for new, upgraded or renewed infrastructure and the requirement for operating and maintenance on existing infrastructure to keep it in serviceable condition for the community.

Strategic Outcome	Key Objectives and Priorities
Our Vibrant and Liveable City	Protecting the local amenity of neighbourhoods and ensure they are well maintained, regulated, accessible, vibrant and safe.
	Creating active places and spaces in town and neighbourhood centres and well-connected open spaces that encourage active lifestyles, encourage diverse cultural expression and social interaction across all demographics.
	Actively advocating to Government to ensure planned developments are appropriate and add value to their local neighbourhood, are supported by adequate infrastructure and contribute to the character and liveability of their immediate area.
	Planning and designing our City to uphold and protect its unique character and encourage sustainable development, while also delivering diversity and housing choice, including more affordable and social housing options.
	Ensuring the City of Ryde applies best practice planning and sustainable urban development.
Our Active and Healthy City	Planning for expanded sport, recreation, leisure and library facilities to provide a range of choices for our community to achieve active and healthy lifestyles.
	Improving, maintaining and promoting our public spaces, parks, community venues, libraries, sporting facilities and clubs and ensuring they are easy to access and safe, support active transport and walkability and provide diverse opportunities for our culturally diverse community to meet, play, learn and connect.
	Ensuring open spaces are designed to encourage physical activity, interaction and connection with nature.
Our Natural and Sustainable City	Reducing our impact on our natural systems and strengthening the health of our natural corridors.
	Continuing investment in evidence-based actions that protect and enhance our natural areas, including our bushlands, waterways and ecosystems.
	Collaborating with volunteers, businesses and the community to care for and enhance our natural areas.
	Managing infrastructure to reduce risk and impacts.
	Building the City's resilience to natural hazards and working to reduce long-term and immediate climate related risks and impacts.
	Using sustainable materials and approaches where possible to upgrade and manage stormwater, drainage and seawall infrastructure to reduce risks to the environment and the community and adapt to a changing climate.

Strategic Outcome	Key Objectives and Priorities
Our Smart and Innovative City	Using urban design controls and continued collaboration to manage Ryde's growth and attract a diversity of business opportunities and jobs.
Our Connected and Accessible City	Improving transport connectivity to and within our city
	Continuing to invest in the expansion and maintenance of pedestrian, cyclist and public transport infrastructure across our city.
	Continuing to champion improved transport links between key destinations both to and within our city.
	Advocating for sustainable transport options as an alternative to private car travel.
	Making our City's local road network safer for all road users.
	Continuing to invest in local area traffic management infrastructure and initiatives to improve safety and preserve amenity within local roads servicing the city.
	Embracing innovation in transport systems and management to enhance user travel experience across our City.
	Reviewing and implementing appropriate technology solutions that aid travel for various road users.
Our Diverse and Inclusive City	Providing services and facilities that support all members of the community.
	Accessible community facilities with easy access to diverse cultural spaces, places and opportunities.
	Planning for and enhancing cultural and community facilities to meet the needs of a growing community.
	A distinct local identity built on our city's character and rich cultural heritage.
Our Open and Progressive City	Continually improving the things our residents care about and drive efficiencies in our service delivery to deliver 'value for money'.

2.8 Planning Ahead

Strategic asset management planning aligns asset portfolio/operational planning with higher-level strategic service to achieve an appropriate balance between community expectations **(performance/levels of service)**, organisational risk exposure (risk) and the effective use of financial resources **(cost)**. The strategic asset management plan proposes strategies to enable the organisational objectives and asset management policies to be achieved.

Council's Asset Management Policy outlines its commitment to lifecycle asset management and provides guidance about what outcomes should be achieved with a clear direction for managing assets and sets the framework for the development of our asset management practices and processes.

3. State of Assets

3.1 City of Ryde Infrastructure Asset Portfolio

This section contains the State of the Asset Reports including Asset Lifecycle Requirement and Financial Performances to deliver required levels of Services relating to all asset class grouped into four major Infrastructure Asset Groups:

- Transport Infrastructure
- Stormwater Drainage
- Buildings
- Open Space and Recreational Assets.

A dissection of these four major classes can be seen in the tables below.

3.1.1. Transport Infrastructure Assets

City of Ryde -Transport Infrastructure

Roads and Car Park, Bridges, Kerb and Gutter, Footpath and Cycleways , Other Roadside Assets and Traffic Facilities

Current Replacement Cost
$ 708,421,680.00

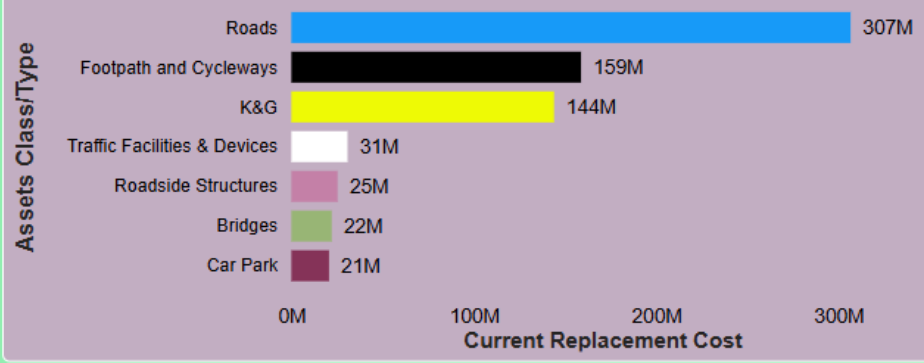
Carrying Value
$ 419,935,000.00

Annual Depreciation
$ 11,447,678.00

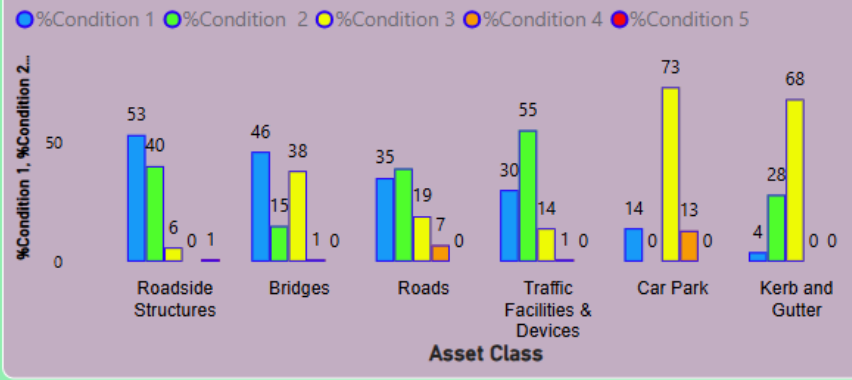
Backlog
$ 1,848,000.00

Assets Class/Type	Current Replacement Cost	Carrying Value	Annual Depreciation
Bridges	$22,105,599	$15,664,766	$312,824
Car Park	$20,639,253	$12,835,081	$359,005
Footpath and Cycleways	$158,842,309	$83,779,985	$2,125,012
K&G	$144,021,603	$78,862,647	$1,485,441
Roads	$306,687,702	$186,354,078	$5,402,524
Roadside Structures	$25,332,908	$17,908,646	$976,801
Traffic Facilities & Devices	$30,792,306	$22,726,531	$786,071

Asset Replacement Cost by Class



Asset Condition % GRC



3.1.2. Stormwater Drainage Assets

City of Ryde -Stormwater Drainage Assets

Pipes and Culverts, Pits, Headwall, West Ryde Tunnel, Waterways and SQID

Current Replacement Cost
$ 414,033,965.00

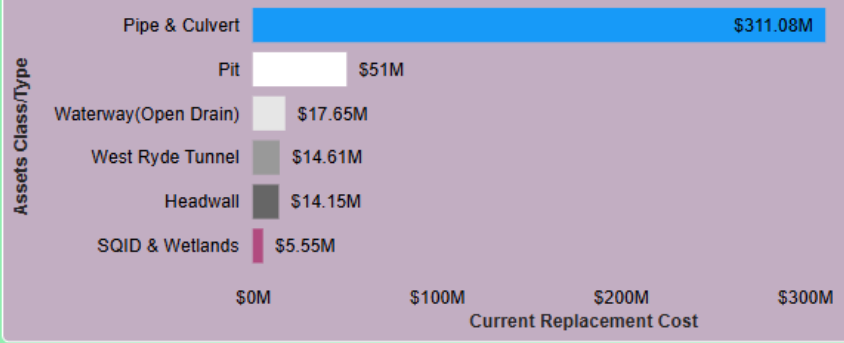
Carrying Value
$ 262,183,000.00

Annual Depreciation
$ 4,176,090.00

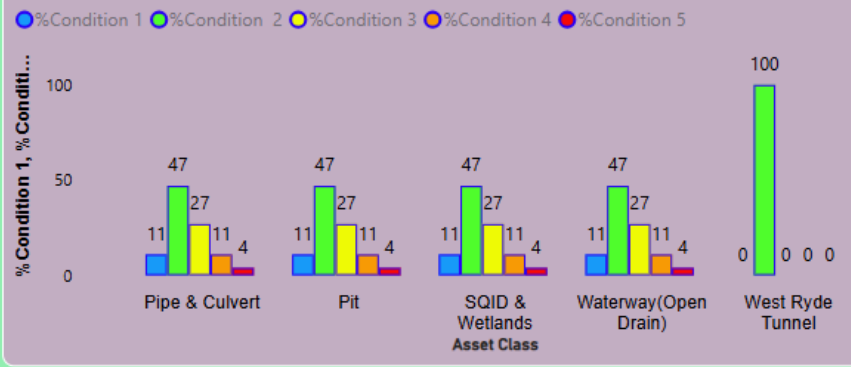
Backlog
$ 15,213,000.00

Assets Class/Type	Current Replacement Cost	Carrying Value	Annual Depreciation
Headwall	$14,145,973	$13,313,744	$142,681
Pipe & Culvert	$311,076,915	$186,498,656	$3,137,633
Pit	$50,999,819	$36,957,625	$514,402
SQID & Wetlands	$5,554,930	$3,930,286	$56,029
Waterway(Open Drain)	$17,647,059	$8,806,473	$177,994
West Ryde Tunnel	$14,608,999	$12,328,085	$147,351

Asset Replacement Cost by Class



Asset Condition % GRC



3.1.3. Building Assets

City of Ryde -Building Assets

Building (non-specialised) , Building(Recreational), Building (RALC)

Current Replacement Cost
$ 279,863,148.00

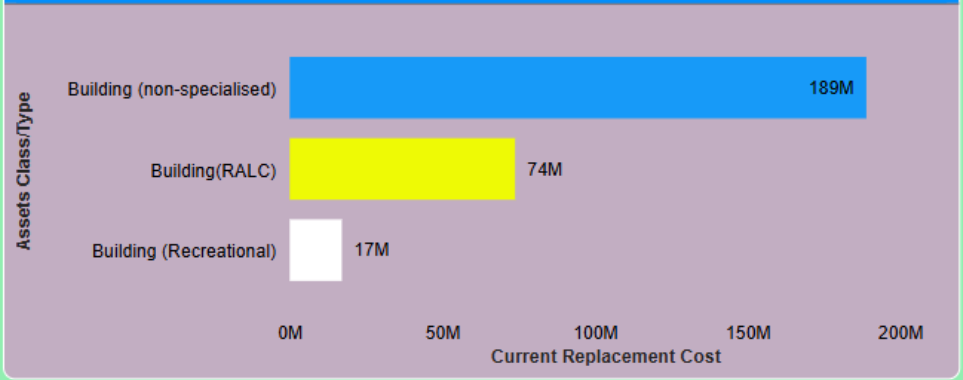
Carrying Value
$ 156,002,000.00

Annual Depreciation
$ 6,492,994.00

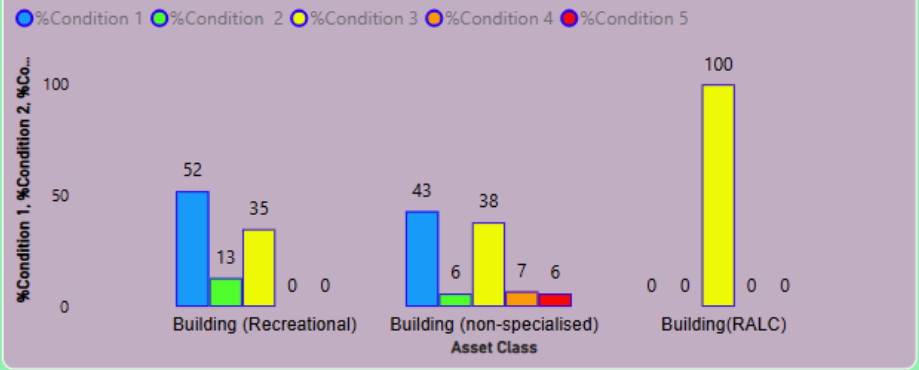
Backlog
$ 11,852,880.00

Assets Class/Type	Current Replacement Cost	Carrying Value	Annual Depreciation
Building (non-specialised)	$188,939,735	$109,721,320	$4,742,684
Building (Recreational)	$17,086,748	$9,703,238	$19,208
Building(RALC)	$73,836,665	$45,467,871	$1,731,102

Asset Replacement Cost by Class



Asset Condition % GRC



3.1.4. Open Space and Recreational Assets

City of Ryde -Recreation and Land Improvement

Parks and Reserve, Playgrounds, Sports fields and Foreshore Assets

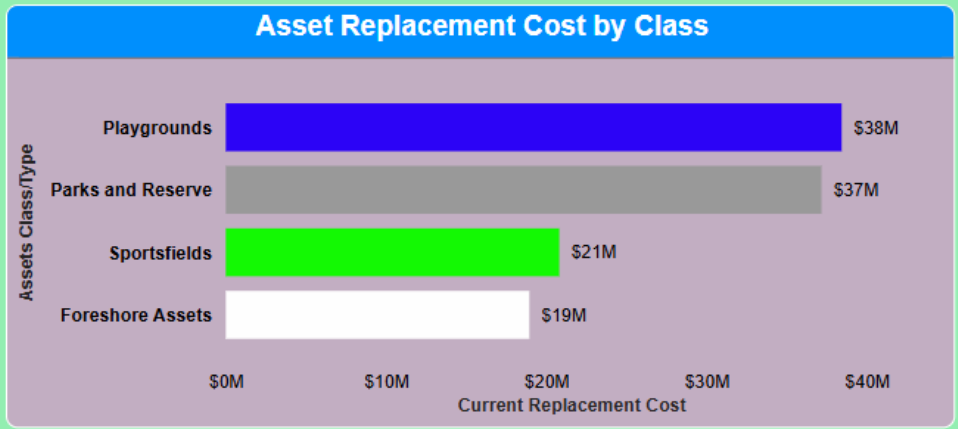
Current Replacement Cost
$ 115,341,356.00

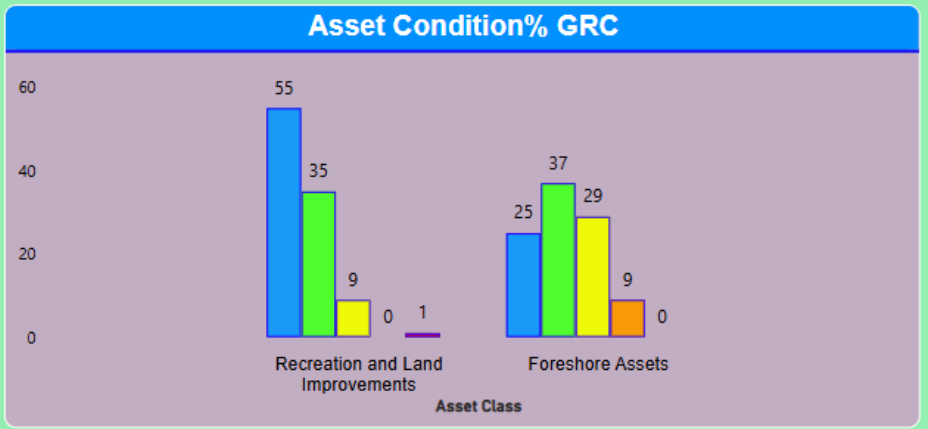
Carrying Value
$ 98,897,000.00

Annual Depreciation
$ 4,063,200.00

Backlog
$ 722,000.00

Assets Class/Type	Current Replacement Cost	Carrying Value	Annual Depreciation
Foreshore Assets	$18,939,507	$12,833,718	$226,400
Parks and Reserve	$37,167,778	$28,207,932	$2,375,051
Playgrounds	$38,426,742	$30,110,359	$954,278
Sportsfields	$20,807,329	$16,038,854	$507,471





3.2 Lifecycle Costs

Lifecycle costs (or whole of life costs) are the average annual costs that are required to sustain the service levels over the longest asset life. Lifecycle costs include operation and maintenance expenditures plus asset consumption (depreciation). Life cycle costs can be compared to lifecycle expenditure to give a comparison of current expenditures to lifecycle costs of services.

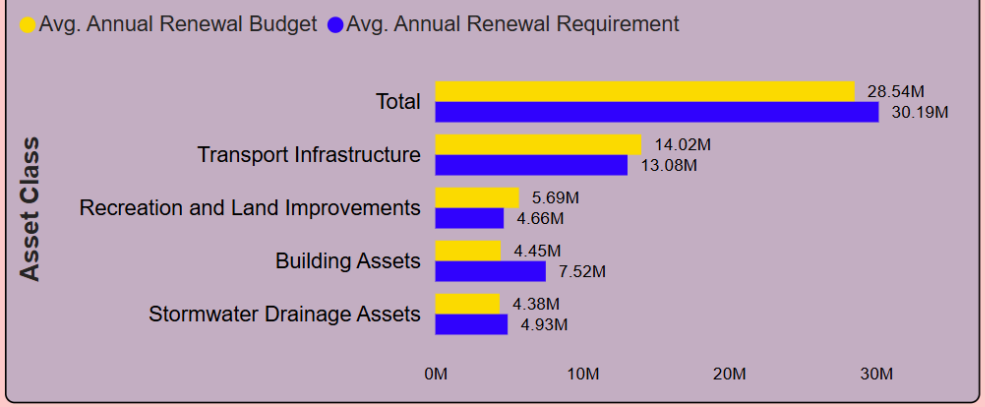
Lifecycle expenditures include operation and maintenance expenditures (excluding depreciation) plus capital renewal expenditure.

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

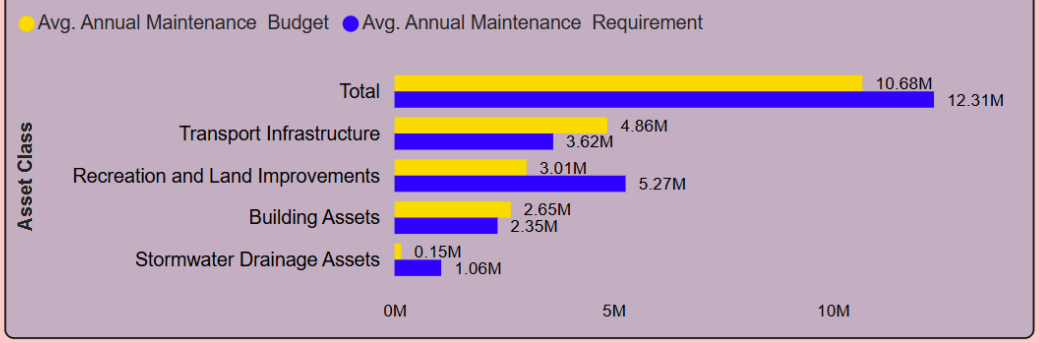
Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. The capital renewal component of lifecycle expenditure can vary depending on the timing of asset renewals.

City of Ryde Infrastructure Assets Lifecycle Costs

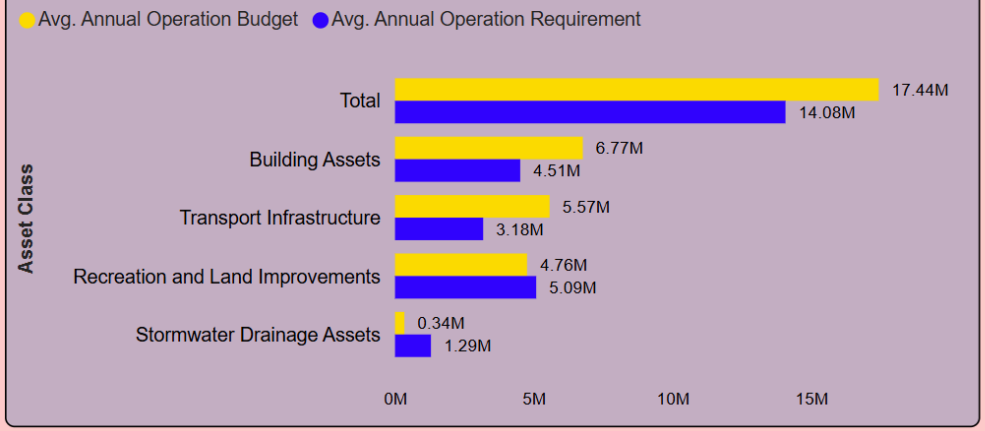
Avg. Annual Renewal Budget and Avg. Annual Renewal Requirement by Asset Class



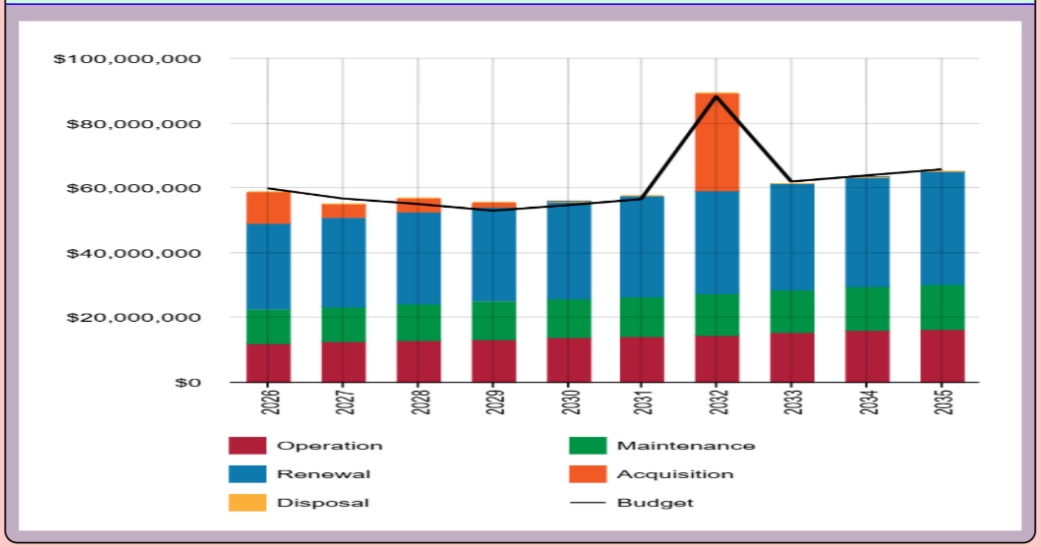
Avg. Annual Maintenance Budget and Avg. Annual Maintenance Requirement by Asset Class



Avg. Annual Operation Budget and Avg. Annual Operation Requirement by Asset Class



Lifecycle Costs Summary



3.3 Levels of Service

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values: Customer Values indicate what aspects of the service is important to the customer, whether they see value in what is currently provided and the likely trend over time based on the current budget provision. City of Ryde customer satisfaction survey summarised below:

Customer Levels of Service and Technical Levels of Service: Customer Levels of Service and Technical Levels of service clarify the levels of that our customer should expect and customer willing to pay, identify works required to meet these level of services , cost of providing those services , enable council to discuss and assess the suitability , affordability to maintain current level of service and assessing impact of increasing or decreasing current level of services and meet legislative requirement customer expectation and achieving strategic goals .

Details of Customer Levels of Service will be presented in the four individual Asset Management Plans.

3.4 Forecast Reliability and Data Confidence

The forecasted expenditure and valuation projections used for this Strategic Asset Management Plan are based on available data. Currency and accuracy of data is critical to effective asset and financial planning.

The estimated confidence and reliability of data used in this used based on International Infrastructure Management Manual (IIMM) by IPWEA as shown below:

Confidence Level	Description
A - Very High	**Highly Reliable<2% Uncertainty** Data based on sound records, procedures, investigation, and analysis, documented properly, and agreed as the best method of condition assessment and data is complete
B- High	**Reliable ± 2-10%Uncertainty** Data based on sound records, procedures, investigation, and analysis, documented properly but has minor shortcomings for example the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or significant extrapolation
C- Medium	**Reliable ± 10-25 % Uncertainty** Data based on sound records, procedures, investigation, and analysis, documented properly but has minor shortcomings for example the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or significant extrapolation

Confidence Level	Description
D- Low	**Uncertain ± 25-50% Uncertainty** Data based on uncertain records, procedures, investigation, and analysis which is incomplete or unsupported or extrapolation from a limited sample
E- Very Low	**Very Uncertain >50% Uncertainty** Data based on unconfirmed verbal reports and /or cursory inspection and ana

Assets Data confidence and reliability used for this Strategic Asset Management Plan as follows:

Asset Class	Confidence Level	Comments
Roads and Car Parks	A	Current and accurate road condition data is used for forecasted renewal and replacement. The inventory data is considered complete and has been assessed to have less than 2% uncertainty. and the condition data is renewed on average every 3 years.
Roadside Assets and Traffic Facilities	A	Current and accurate road condition data is used for forecasted renewal and replacement. Last inventory data collection was completed in 2020 has been assessed to have less than 2% uncertainty.
Bridges	C	Assets condition data is incomplete, renewal or upgrade requirement is also uncertain for capacity and functional requirement. This has been assessed to have 10-25% uncertainty. Updated condition data and consolidation of additional listings would improve data confidence.
Footpath and Cycleways	A	Current and accurate footpath condition data used for forecasted renewal and replacement. The inventory data is considered complete and has been assessed to have less than 2% uncertainty.
Kerb and Gutter	A	Current and accurate kerb and gutter condition data used for forecasted renewal and replacement. The inventory data is considered complete and has been assessed to have less than 2% uncertainty.
Buildings	C	Assets records and componentisation of assets is incomplete, condition data for specific asset component not yet completed, renewal or upgrade planning based on building as a whole or major components.
Open Space and Recreational Assets	B	Current and accurate open space and recreation assets is considered reliable. However, data would benefit from validation.

Asset Class	Confidence Level	Comments
Stormwater Drainage	D	Assets condition data is incomplete, renewal or upgrade requirement is also uncertain for capacity and functional requirement

3.5 Resilience

Resilience is defined as the capacity to withstand and recover quickly from difficulties. It means strengthening the ability to survive, adapt and thrive. Within the context of Ryde, it involves the capacity of individuals, communities, businesses, ecosystems and infrastructure to bounce back from hard times.

These difficulties fall into two main categories:

1. Longer term ongoing chronic stresses negatively affecting the City of Ryde that include:

- Climate change
- Housing affordability
- Risks from global or national economic downturn
- Transport congestion
- Food security
- Air pollution
- Social isolation
- Lack of connectedness
- Mental health.

2. Major shocks and emergency situations that include:

- Heatwaves
- Bushfires
- Storms
- Floods
- Infrastructure failures
- Disease outbreaks
- Communications meltdown.

The Ryde Resilience Plan 2030 was adopted by Council in September 2020 and sets out a vision, goals and strategic directions for creating local urban resilience in the city and for our community. The local vision set out in this resilience plan is "our places and spaces, including dependent and vulnerable ecosystems, will be managed and protected to adapt sustainably and resourcefully for future change and the impacts of climate change".

From an asset management perspective, there are a multitude of ways resilience can be provided. This ranges from the infrastructure itself (dependant on its location and the environment around it) as well as the services the infrastructure provides. This means that Council ensures that in planning its capital and operational works, it will consider the goals and principles of the Ryde Resilience Plan.

Resilience was also a key consideration in development of the Local Infrastructure Strategy, endorsed by Council in July 2024. It formed one of the main outcomes being: Deliver and maintain resilient infrastructure using sustainability principle.

From this, there are three main objectives to follow which include:

- Council assets, including critical infrastructure and the local natural environment, are adapted to withstand climate risks with resilience integrated into all decision-making processes.
- Promote and utilise supply chains who use recycled or environmentally friendly materials to be consistent with Council's sustainability principles for all Council's operations.
- Construct or install infrastructure that is tailored to meet Council's Net Zero 2050 policy.

4. Long Term Financial Strategy

Council has built its LTFP 2025-2035 with its aim focusing on Council's financial sustainability whist ensuring that critical infrastructure is being delivered for the community whist the assets are maintained to an acceptable level of service.

Council plans to ensure that sufficient funds are saved within the appropriate asset reserve to ensure that the delivery of key infrastructure can be planned for in the future.

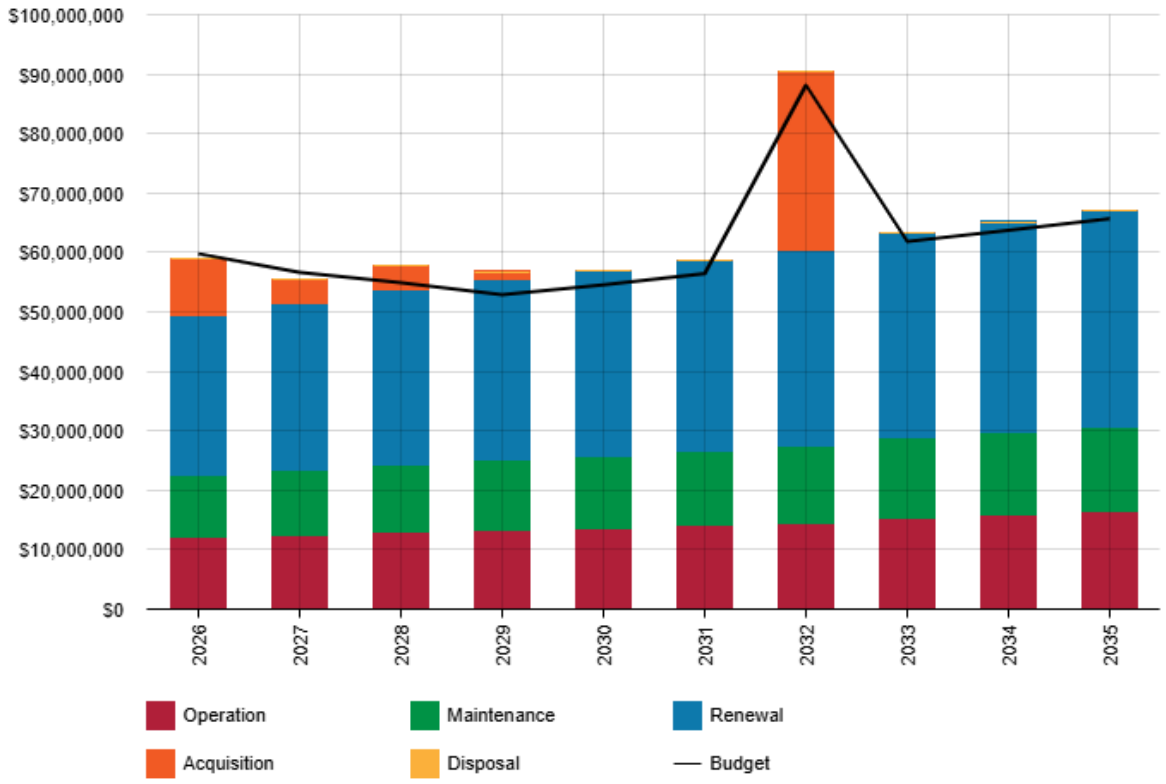
Scenario S1: Council's base infrastructure is being renewed. This scenario considers. Council's current asset base and ensures that its' current infrastructure is kept in a serviceable condition.

Scenario S2: Council's base infrastructure is being renewed whilst some identified critical infrastructure (both new and renewed) is being delivered.

4.1 Scenario 1 – Base Case

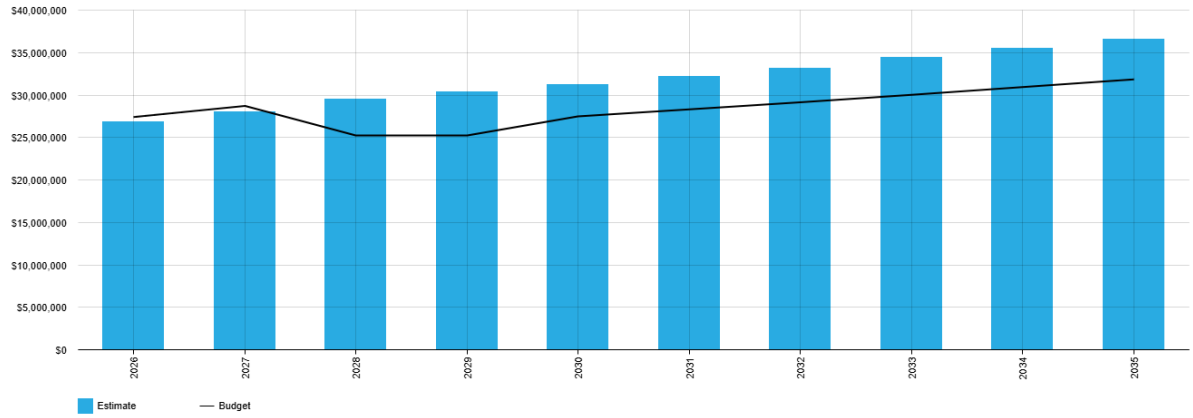
Scenario S1 - Council's base infrastructure is being renewed.

This scenario considers Council's current asset base and ensures that its current infrastructure is kept in a serviceable condition and is in line with the community's expectations. The graph below shows the overall funding for the 10 years for Council's entire asset portfolio.

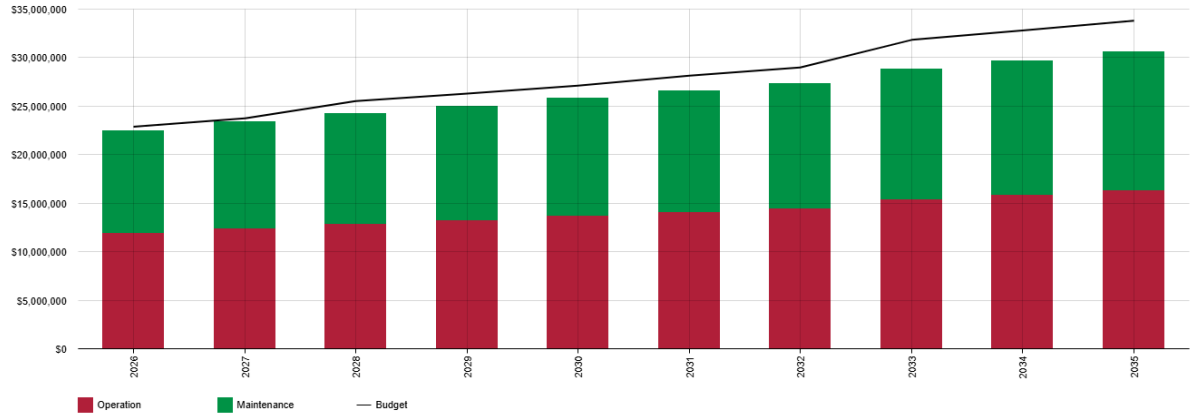


Over the next 10 years, an average of $28,432,961 is available annually for the renewal of the cities $1.5B work of infrastructure is renewed at an acceptable standard. In comparison, the required renewal of infrastructure for the same year is $31,787,412. Based on the proposed budget for the Long-Term Financial Plan, there will be a deficit of $3,354,451 per annum for funding for the future renewal of Council's major infrastructure. This indicates that Council will have a shortfall of $33,544,508 over the next 10 years above and beyond what is required for the infrastructure. Therefore, the infrastructure backlog will increase over the following 10 years, and Council will shall fall short of its building and infrastructure renewal ratio.

This can be seen in the following graph:



As opposed to the shortfall in renewal funding, the proposed maintenance expenditure levels has a surplus which will meet projected service levels for this scenario. Currently, there is an average combined operating and maintenance allocation of $28,112,487 per year over the LTFP scenario whist the projected amount to meet the current level of service is $26,384,020. The operations and maintenance graph below shows on average annual surplus of $1,728,467 for operation and maintenance requirements.

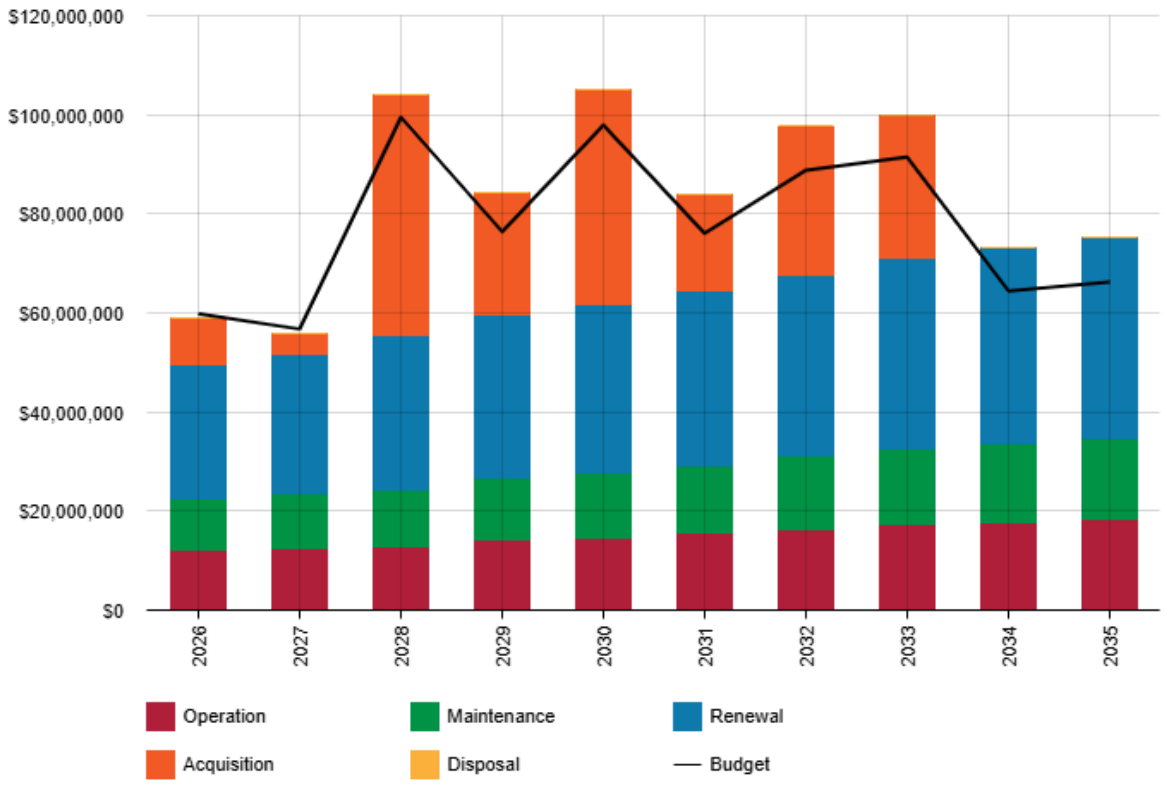


Over the next 10 years, an average of $56,651,857 will be available annually for both renewal and OPEX expenditure for Council's assets. This leaves a net deficit of $1,625,984 per year for the renewal and maintenance of these asset classes.

4.2 Scenario 2 – Base Case + Major Projects

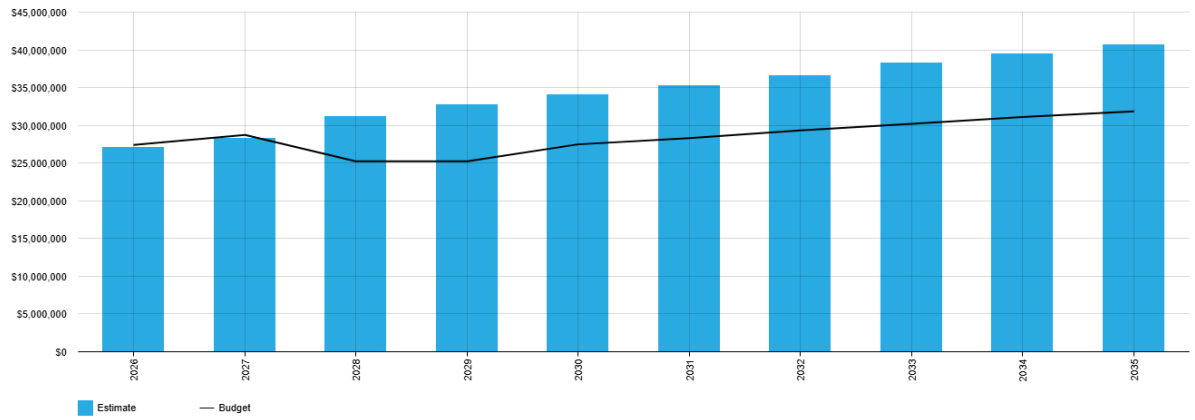
Scenario S2 - Council's base infrastructure is being renewed with the additional of new critical infrastructure.

This scenario considers, Council's current asset base and ensures that its current infrastructure is kept in a serviceable condition and is in line with the community's expectations with the addition of approximately $159,500,000 of new critical infrastructure being constructed within the 10-year Long Term Financial Plan (LTFP). The combined graph below shows that overall, the budgets balance, however the construction of the new infrastructure brings the increase in renewal requirements and savings.

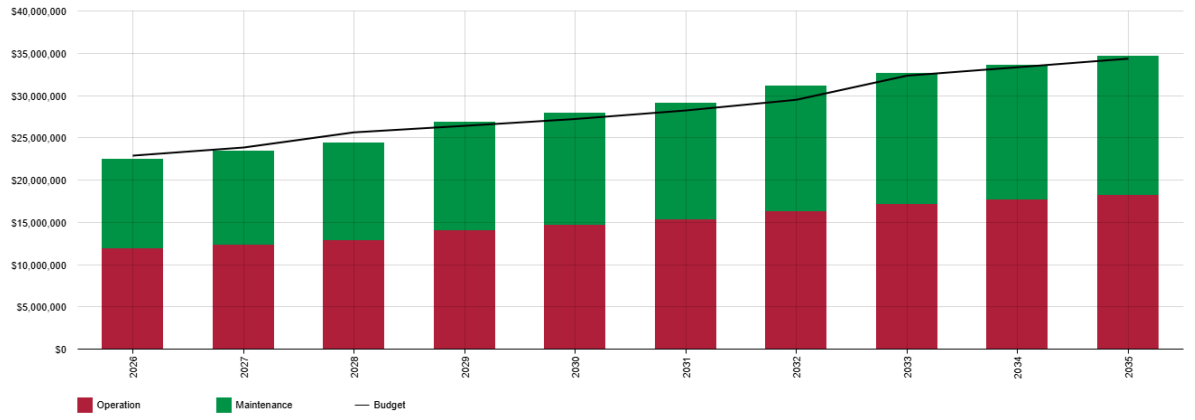


Over the next 10 years, an average of $28,486,816 has been budgeted for the renewal of the city's infrastructure to an acceptable standard. In comparison, the adjusted required renewal of infrastructure, taking into account the newly constructed assets for the same period is $34,357,203. Based on the proposed budget for the Long-Term Financial Plan, there will be deficit of $5,870,387 per annum for funding for the future renewal of Council's major infrastructure.

With the deficit above, Council will be underfunding its renewals from 2028 and will require an additional $58,703,870 over the next 10 years above and beyond what is currently budgeted to ensure that renewals are undertaken in a timely manner as can be seen in the following graph:



The proposed maintenance expenditure levels has a surplus which will meet projected service levels for this scenario. Currently, there is an average combined operating and maintenance allocation of $28,378,105 per year over the LTFP scenario. Including the new infrastructure anticipated to be delivered, the projected amount to meet the current level of service is $28,351,122. The lifecycle summary shows on average annual surplus of $26,983 for operation and maintenance requirements.



Over the next 10 years, an average of $56,864,921 will be available annually for both renewal and OPEX expenditure for Council's assets. This leaves an average deficit of $5,843,404 per year to renew and maintain these asset classes.

4.3 Financial Scenario Comparison

SAMP Scenario Renewal and OPEX Comparisons ($)		
	Scenario 1	Scenario 2
10 Year New Infrastructure	**49,198,745**	**208,660,954**
Average 10 Year Renewal Budget	28,432,961	28,486,816
Average 10 Year Renewal Requirement	31,787,412	34,357,203
10 Year Renewal Gap	**- 3,354,451**	**- 5,870,387**
Average 10 Year OPEX Budget	28,112,487	28,378,105
Average 10 Year OPEX Requirement	26,384,020	28,351,122
10 Year Maintenance Gap	**1,728,467**	**26,983**
Combined Gap	**- 1,625,984**	**- 5,843,404**

The main difference between the two funding scenarios is the change in new infrastructure being constructed over the 10-year period, an increase of $159,462,209 from scenario 1 to scenario 2. This changes the requirements for both renewals and OPEX expenditure to include the additional allocations for scenario 2's new infrastructure and whilst there is no immediate need to allocate funding for renewal for these new assets, whole of life costing needs to be a consideration for all the various budgets moving forward.

Minimal additional funding is allocated for renewals of the additional infrastructure set out in scenario 2. There will be significant drops in levels of service provided to the community.

5. Council's Asset Management Maturity

5.1 How We Define Asset Management Maturity

Asset Management Maturity is the level or ability of the Council to achieve contemporary best practice asset management. The IIMM Asset Management Maturity Assessment has been used to determine Council's current maturity.

The following criteria used to assess asset management maturity is as per the below and can be seen below in the matrix provided in section 5.2:

- S2.1 Analysing the Strategic Direction
- S2.2 Levels of Service Framework
- S2.3 Demand Forecasting and Management
- S2.4 Asset Condition and Performance
- S2.5 The Strategic Asset Management Plan
- S3.2 Managing Risk and Resilience
- S3.3 Operational Planning
- S3.4 Capital Works Planning
- S3.5 Asset Financial Planning and Management
- S 3.6 AM Plans
- S4.1 AM People and Leaders
- S4.2 Asset Data and Information
- S4.3 Asset Management Information Systems
- S4.4 AM Process Management
- S4.5 Outsourcing and Procurement
- S4.6 Continual Improvement.

The matrix is a self-assessment and assigns each criteria into five (5) different maturity levels.

They are:

- **Aware:** Recognition of the need for AM improvement process, evident in responses to review questions.

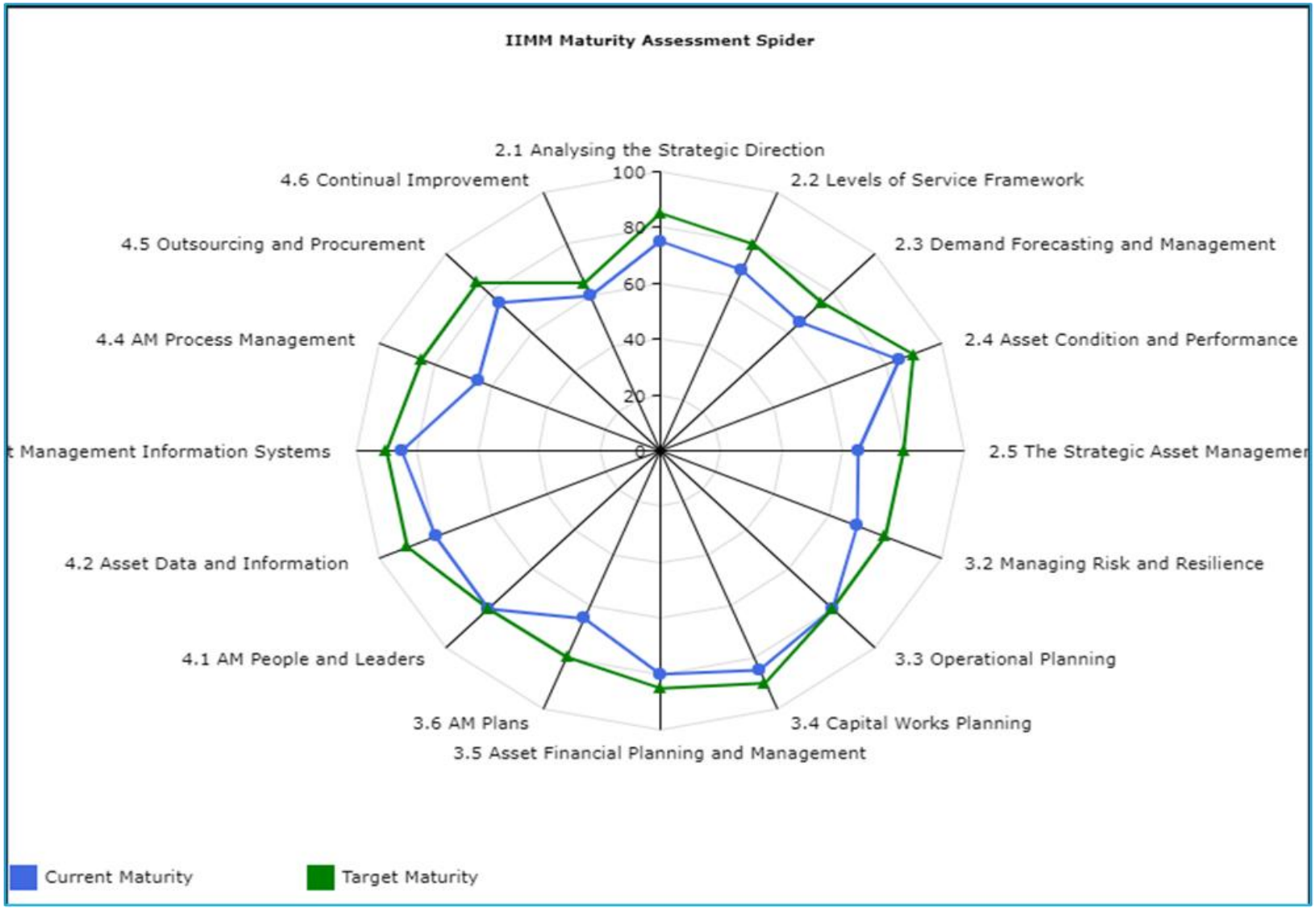
- **Basic:** Improvement actions identified and allocated to appropriate staff and progress monitored.

- **Core:**
    - Current and future AM maturity assessed (gap analysis) and used to identify improvement actions.
    - Appropriate maturity has been defined for each AM function.
    - Identified improvement actions collated from the maturity assessment and other relevant studies and have been priorities with input from relevant staff and management.
    - Improvement plans identified timeframes, deliverables, resources and responsibilities and are monitored by the AM team.
    - Improvement plans are monitored.

- **Intermediate:** As per core, plus;
    - A reliable register of physical, financial and risk attributes recorded.
    - The information strategy and data improvement programme are being actively monitored and reported.
    - The use of asset information in asset management planning and decision making is reviewed for effectiveness.
    - Documented, systematic and audited data collection process in please based on a formal information needs analysis.

- **Advanced:** As per intermediate, plus:
    - All asset data is accurate, consistent and reliable and is used to inform both short term and long-term decision making.
    - Information of work history type and cost recorded at an appropriate asset or component level to enable analysis.
    - Systematic and fully optimised data collection programme with supporting metadata.

5.2 City of Ryde Asset Management Maturity Assessment 2025



5.3 Asset Management Maturity Assessment

The City of Ryde undertook an internal assessment of the Council's Asset Management Maturity from IPWEA's NAMS plus which is in line with the IIMM framework. The IIMM framework has evolved in recent years to show a more complete picture of asset management maturity for Councils and organisations.

The City of Ryde still sits outside its target maturity for many of the key items, however we are steadily working towards reaching these goals within the coming years.

5.4 Comparison of Maturity Assessment to Previous SAMP

The Asset Management Maturity Assessment for the City of Ryde has been updated in 2025 to provide a more detailed and structured evaluation of asset management practices. Compared to the 2020 SAMP, significant progress has been made in several areas, while some aspects still require further development. The table below summarizes the key improvements and areas of focus.

Table 1: Maturity Assessment Comparison – 2020 vs. 2025

Assessment Area	2020 Maturity Level	2025 Maturity Level	Target (2025+)	Key Improvements
Knowledge of Assets (Data/Processes)	Close to Core	85	90	Improved data collection, predictive modelling, and asset condition tracking. Higher data confidence for key asset classes.
Strategic Planning	Below Core	75 (Strategic Direction Analysis), 70 (Levels of Service), 65 (Demand Forecasting)	80–85	Stronger integration with LTFP, CSP, and state planning frameworks. Better-defined Levels of Service and long-term demand management strategies.
Operations, Maintenance & Works	Below Core	80 (Operational Planning), 85 (Capital Works), 80 (Financial Planning)	85–90	Capital planning now model-driven, O&M funding linked to lifecycle costs, and improved predictive maintenance strategies.
Information Systems	Close to Core	80 (Asset Data), 85 (Systems)	90	Major technology upgrades with TechOne AMS and improved data confidence in most asset classes.

Assessment Area	2020 Maturity Level	2025 Maturity Level	Target (2025+)	Key Improvements
Risk Management & Resilience	Developing	70	80	Enhanced risk register, asset criticality assessment, and integration with Council's Corporate Risk Framework.
Asset Management Plans (AMPs)	Developing	65	80	Updated SAMP completed, AMPs developed for key infrastructure assets, and financial sustainability measures defined.
People & Leadership	Developing	80	80	Strong AM governance structure with dedicated teams and improved internal training.
Asset Data & Process Management	Developing	65	85	Improved asset knowledge, but ongoing need for building componentisation and stormwater asset data completion.
Continual Improvement	Developing	60	65	Lowest-scoring category – needs structured tracking of AM process improvements and regular maturity assessments.

Key Findings:

1. Significant improvements in asset data management, financial planning, and predictive modelling, helping to refine capital investment decisions.
2. Better integration of SAMP with strategic and financial planning frameworks, ensuring asset management aligns with long-term growth and sustainability goals.
3. Higher maturity scores for capital works planning, information systems, and operational planning, demonstrating a shift towards data-driven decision-making.
4. Gaps remain in stormwater and building asset condition data, which require further investment in inspections and componentisation.
5. Continual improvement processes need better documentation and tracking mechanisms to ensure consistent progress beyond 2025.

Moving forward, the focus will be on closing the remaining maturity gaps, particularly in data completeness, process integration, and long-term infrastructure resilience.

6. Strategic Improvement Plan

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

Task	Task Description	Timeline	Priority	Responsibility	Resources Required
Updating Unit Rates, and Useful Life for a comprehensive asset revaluation	Review existing unit rates and useful life to establish realistic unit rates and useful life for all asset class and subclass to calculate asset revaluation, depreciation, and other financial attributes.	2024-2025 - In line with Council's draft Asset Accounting Policy	High	City Fabric	Existing budget and staff time / External consultants
Infrastructure Backlog	Currently there are very limited information or adopted approach to accurately calculate the infrastructure backlog across all asset classes. Once calculated, this can be assessed against	2025-2026	Medium	City Fabric in collaboration with relevant council parties	Existing budget and staff time

Task	Task Description	Timeline	Priority	Responsibility	Resources Required
	Council's infrastructure priorities, financial budgets, and Long-Term Financial Planning.				
Asset knowledge and data processes improvement	Collecting cyclic asset condition data and updating the corresponding asset registers.	Data collected a maximum of every 5 years for all asset classes excluding stormwater assets	High	City Fabric, Engineering and Project Delivery, Parks & Open Space, Property Management	Existing budget and staff time / External consultants
Assets utilisation and future demand forecasting	Identifying asset needs to meet the current and future requirements of the evolving community. This involves the assessment of asset utilisation assessment criteria and understanding demand driven by external factors such as population growth.	2025-2026	High	City Fabric, City Fabric, Engineering and Project Delivery, Parks & Open Space, Property Management	Existing budget and staff time

Task	Task Description	Timeline	Priority	Responsibility	Resources Required
Review and estimate asset lifecycle cost	Review and estimate assets lifecycle costs with updated condition data and model assets within Council's strategic asset management system for development of future capital works listing.	2025-2026	High	City Fabric	Existing budget and staff time / Strategic Asset Management System
Identifying critical assets and activity related to infrastructure asset management	Prepare a list of critical assets. Assess criticality and risks associated with these assets to consider during condition inspection cycles and capital works planning.	2025-2026	Medium	City Fabric, City Fabric, Engineering and Project Delivery, Parks & Open Space, Property Management	Existing budget and staff time
Asset sustainability performance and decision making	Reviewing and compare assets financial indicators within all asset class with condition driven	2025-2026	Medium	City Fabric, Finance	

Task	Task Description	Timeline	Priority	Responsibility	Resources Required
	financial requirement to maintain current or desired level of service to ensure a balanced AM practice in place.				
Building assets componentisation	Building assets are all to be componentised base on purpose, structural and financial similarity and imported into Council's enterprise asset management System.	2026-2027	High	City Fabric, City Property, Property Management	
Determination of new levels of service	Workshopping updated levels of service for all of Council's major infrastructure to ensure that projects and outcomes reflect the wants and needs of the community.	2027-2028	High	City Fabric, Business Strategy & Innovation, Communications and Engagement	

6.1 Carry Forward from 2020 to 2025 Strategic Improvement Plan

As part of this updated Strategic Asset Management Plan, Council has reviewed the improvement actions identified in the 2020 SAMP. While several initiatives were successfully completed or significantly progressed, a number of items remain ongoing or were not fully implemented during the previous planning cycle. These actions are critical to achieving our long-term asset management objectives and have therefore been carried forward into this 2025 Strategic Improvement Plan for continued attention and delivery.

The following table outlines the improvement tasks from the 2020 SAMP that remain relevant and have been integrated into this plan:

Improvement Action (2020 SAMP)	Status in 2020	Carried Forward into 2025 Plan
Function, Capacity and Use Assessment	Partially implemented – limited to some asset classes	To be continued under asset utilisation and future demand forecasting strategies. Will support infrastructure planning in growth areas.
Forward Projections and Funding Models	Ongoing – included in previous continuous improvement strategies	Incorporated in 2025 plan under lifecycle costing and alignment with Long-Term Financial Plan (LTFP).
Risk-Based Prioritisation	Risk profiles developed but not fully applied to project planning	To be embedded in criticality assessments and risk-based capital works prioritisation across all AMPs.
Levels of Service Development (Community & Technical)	Frameworks drafted but require further definition and integration	Re-prioritised in this plan to define current and target service levels and align investment decisions with service outcomes.
Annual Review of Asset Management Plans	Not systematised in 2020 cycle	Now included as part of continuous improvement, with structured review cycles and tracking processes.

Improvement Action (2020 SAMP)	Status in 2020	Carried Forward into 2025 Plan
Continuous Improvement Strategy	Not formally implemented	Re-established as a core action in this SAMP, aligned with Section 4.6 maturity assessment, to guide iterative development of AM capability.

Note: These actions have been integrated into the Strategic Improvement Plan tables and action plans within Section 6, with updated priorities, responsibilities, and timelines to ensure accountability and progress tracking.

Glossary

Asset management: The combination of management, financial, economic, engineering, and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.

Asset Management Strategy: The high-level long-term approach to AM including action plans and objectives for managing assets.

Asset Management Plan: Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the planning period usually for 10 years. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10-year planning period.

Strategic Asset Management Plan(SAMP): Strategic Asset Management Plan (SAMP) takes the organisational objectives into Strategic Plan and develops the asset management objectives, principles, framework and strategies required to achieve organisational objectives. The plan summarises activities and expenditure projections from individual asset management plans to achieve the asset management objectives.

Infrastructure Assets: Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services, e.g., roads, drainage, footpaths, and cycleways. The components of these assets may be separately maintained, renewed, or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally, the components and hence the assets have long lives. They are fixed in place and are often have no market value.

Non-current Assets: Assets with a service exceeding one year. For Local Government this includes roads, bridges, footpaths, stormwater, open space and recreational, computer and software, plant and equipment and intellectual property.

Asset Condition Data and Assessment: The process of continuous or periodic inspection, assessment, measurement, and interpretation of the resultant data to indicate the condition of a specific asset to determine the need for preventative or remedial action.

Backlog of Assets Renewal: Refers to renewal work that has not been carried out, which is required to bring the condition of the asset up to a standard that will enable it to meet agreed service levels.

Critical Assets: Those assets that are likely to result in a more significant financial, environmental, and social cost in terms of impact on organisational objectives.

Disposal: Actions necessary to decommission or dispose of assets that are no longer required.

Level of Service: The defined service quality for a particular service from an asset. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost.

Maintenance Cost: All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, e.g., road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

Operating Cost:

Lifecycle Cost: Includes all costs associated with the ownership of an asset that allows it to continue to function and meet service needs over its life or even multiple iterations including planning, creation, operations, maintenance, depreciation, renewal, and disposal. If asset planning is limited to a single phase such as creation, decisions may not consider long-term issues and the ongoing cost to the community.

Component: An individual part of an asset which contributes to the composition of the whole and can be separated from or attached to an asset or a system.

Componentisation: The practice of considering the components of a fixed asset individually, to account for the fact that these components have unique physical and economic lives.

Maintenance and Renewal Gap: Difference between estimated budgets and projected expenditures for maintenance and renewal of assets, totalled over a defined time (e.g., 5, 10 and 15 years)

Heritage Asset: An asset with historic, artistic, scientific, technological, geographical, or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Rate of Annual Asset Consumption: A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount (AAAC/DA).

Planned Maintenance: Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work, and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Reactive Maintenance: Unplanned repair work that carried out in response to service requests and management/supervisory directions.

Useful Life: The period over which an asset is expected to be available for use by an entity. It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the entity.

Remaining Useful Life: The time remaining until an asset cease to provide the required service level or economic usefulness.

Renewal: Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service capacity, it generally has no impact on revenue but may reduce future operating and maintenance expenditure if completed at the optimum time, e.g., resurfacing a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Upgrade: Expenditure, which replaces a previously existing asset with enhanced capability or function, where an option existed for replacement without the enhanced capability or functionality. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the organisation's asset base, e.g., widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility. It may impact revenue and will increase future operating and maintenance expenditure.

New: Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential

Fair Value: The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms-length transaction.

Current Replacement Cost (CRC): The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset with the same economic benefits allowing for any differences in the quantity and quality of output and in operating costs.

Depreciable Amount: The cost of an asset, or other amount substituted for its cost, less its residual **value (AASB 116.6)**

Depreciated Replacement Cost (DRC): The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / Amortisation: The systematic allocation of the depreciable amount of an asset over its useful life and recognises the consumption of economic benefit of the asset.

Annual Depreciation: With the straight-line depreciation annual depreciation calculated by simply dividing the cost of an asset less its salvage value by the useful life of that asset.

Written Down Value (WDV): The amount to be written down is the difference between the book value of the asset and the amount of cash that the business can obtain by disposing of it in the most optimal manner. A write-down is an accounting term for the reduction in the book value of an asset when it fair market value (FMV) has fallen below the carrying book value and thus becomes an impaired asset**.**

Service Potential: The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset.

Sustainability: Sustainability is the capacity to endure; in the context of AM, it is about meeting the needs of the future by balancing social, economic, cultural, and environmental outcomes or needs when making decision today.

Asset Sustainability Ratio: Asset Sustainability Ratio is defined as the capital expenditure on the replacement of divided by depreciation expenses.

Asset Renewal Funding Ratio: Asset Renewal Funding Ratio defined as the capital expenditures required for a certain period of planning time divided by the projected renewal budgets.

Assets Consumption Ratio: The assets consumption ratio Is the value of infrastructure assets divided by gross replacement cost of infrastructure assets.

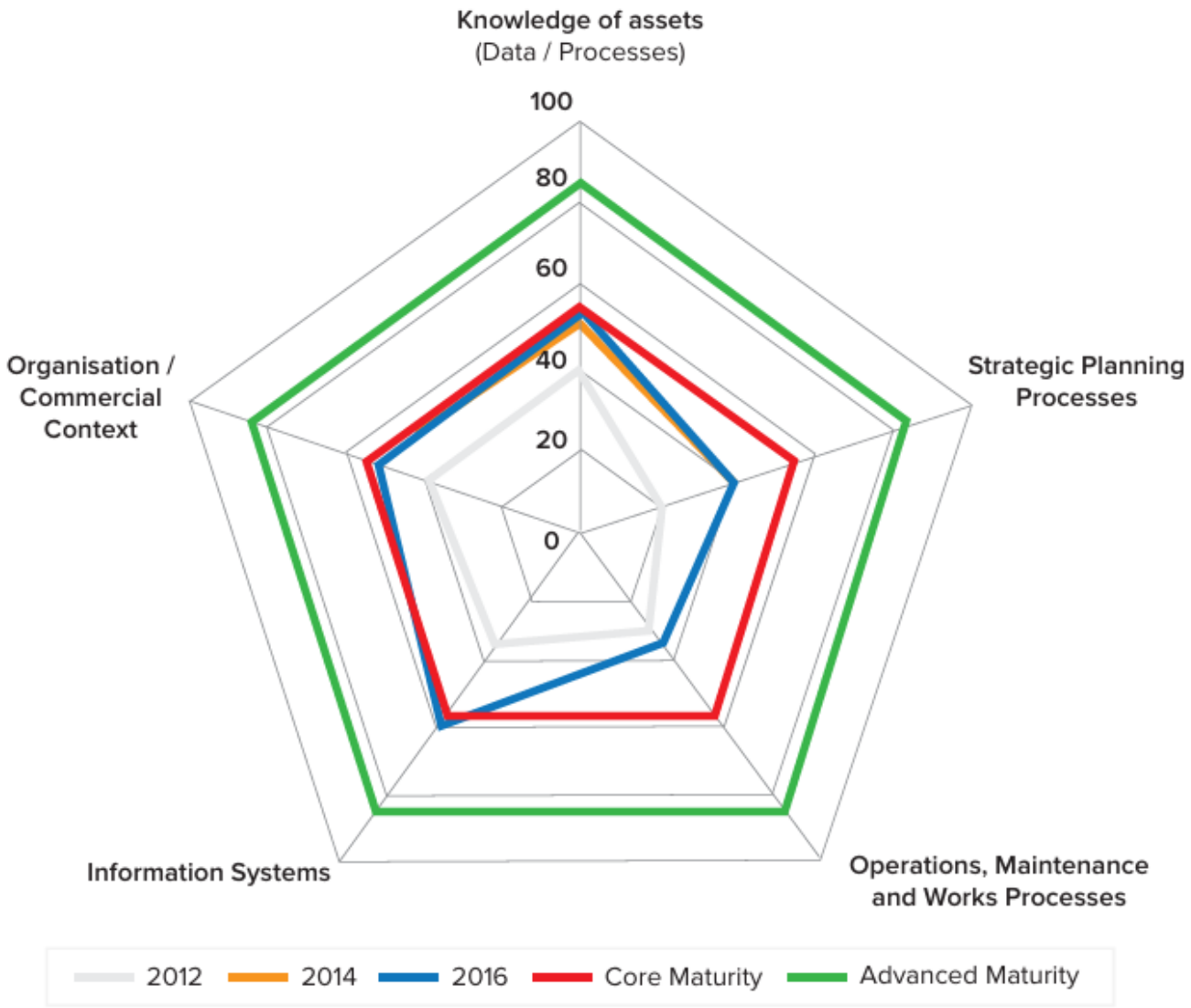
Appendix A: Previous Improvement Plan

Task No.	Task	Responsibility	Resources Required	Timeline	Achievement
1	**Asset Register** Assess the Remaining Life of all assets on a priority basis and align with up-to-date performance data and knowledge.	Assets and Infrastructure	Existing budget Staff time	Ongoing	Ongoing: As additional condition information is captured, Council will be able to better model trends in the performance of assets.
2	Review and update the year of acquisition or date of last renewal and replacement cost data in the asset register on a priority (value) basis.	Assets and Infrastructure	Existing budget Staff time	December 2021	Completed: All information for asset acquisition is held within the asset management system.
3	Adopt and implement an Infrastructure Asset Hierarchy as a basis for consistent reporting across the organisation.	Assets and Infrastructure	Existing budget Staff time	June 2021	Completed: Asset hierarchy has been set and form part of Council's financial reporting.
4	Review the accuracy and currency of location and inventory related data.	Assets and Infrastructure	External Contractors	December 2020	Completed: Council has undertaken data collection in 2020 and a condition inspection in 2024. Additional funding for condition inspections has been budgeted for 2025/26.
5	Develop and maintain a unit rates table on annual basis to ensure valuations are up to date.	Assets and Infrastructure	Existing budget Staff time / External Consultants	December 2020	Completed: Council reviews its unit rates on an annual basis to ensure currency.

Task No.	Task	Responsibility	Resources Required	Timeline	Achievement
6	Review and implement Function, Capacity and Use across all assets.	Assets and Infrastructure	Existing budget Staff time	December 2021	Ongoing: data has been collated for some assets utilisation. This will form part of the improvement plan.
7	**Forward Projections** Ensure funding models reflect the resources required meeting the timely renewal of existing assets and those identified and implemented under the Strategic Plan.	Finance	Existing budget Staff time / External Consultants	June 2021	Ongoing: action to be included within the continuous improvement strategy.
8	Develop and adopt a prioritisation framework for renewal and upgrade/ new projects.	Assets and Infrastructure	Existing budget Staff time/ External Consultants	March 2021	Completed: Business process manuals have been created for all asset classes. Renewal models have been developed using Council's Strategic Asset Management System and is utilised in capital works planning.
9	Increase confidence and prioritise renewal and upgrade/new estimates based on risk.	Assets and Infrastructure	Existing budget Staff time	December 2020	Ongoing: A risk profile for the City of Ryde has been drafted and will be used to assist project planning in for the 2026/27 FY.
10	**Levels of Service** Develop and confirm current and desired customer/community and technical levels of service to understand and report on a sustainable service delivery model.	Assets and Infrastructure / Customer Service	Existing budget Staff time	December 2020	Ongoing: action to be included within the continuous improvement strategy.

Task No.	Task	Responsibility	Resources Required	Timeline	Achievement
11	State of the assets reporting to show current and 10-year target and affordable service levels for condition, function and capacity indicators.	Assets and Infrastructure	Existing budget Staff time	June 2021	Complete: Levels of service reports for different assets can be generated using Council's Strategic Asset Management System.
12	**AM Plan** Maintain an annual review of the plan incorporating an update of service level performance, financial and expenditure projections and risk.	Assets and Infrastructure	Existing budget Staff time	December 2021	Ongoing process. New AM sub-plans endorsed with this plan.
13	Implement a continuous improvement strategy to assess and report on the performance of controlled assets.	Assets and Infrastructure	Existing budget Staff time	March 2021	To be completed within 3 months of endorsement of this plan.

Appendix B: Previous Maturity Assessment



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

Appendix C: Asset Management Policy

City of Ryde

Lifestyle and opportunity @ your doorstep

Asset Management Policy

City of Ryde
Lifestyle and opportunity
@ your doorstep

Contents

1. Scope 3
2. Purpose 3
3. Objectives 4
4. Principles 4
5. Commencement of Policy 5
6. Responsibility 6
7. References and Legislation 6
8. Review 6

Document Version Control

Document Name:	**Asset Management Policy**
CM Reference WORD:	D24/161921
CM Reference PDF:	D24/161925
Document Status:	Approved by Council
Version Number:	Version 1.2
Review Date:	4 November 2024
Owner:	City of Ryde
Endorsed By:	Council on 28 May 2019
Distribution:	Internal and External

Change History

Version	Review Date	Author	Reason for Change
1.0	28 May 2019	Assets and Infrastructure	Adopted by Council
1.1	6 April 2021	Assets and Infrastructure	Amendment to legislation and change of Department name
1.2	4 November 2024	City Fabric	General review of policy to align with the new corporate structure

1. Scope

This policy applies to all assets under Council's control. The Council asset portfolios which this applies to includes Transport Infrastructure, Building, Open Space, Stormwater, as well as Natural and Heritage Assets within the Ryde Local Government Area.
To comply with the directions under the Local Government Act 1993 and Local Government (General) Regulations 2021, Council shall:

Prepare an Asset Management Strategy and corresponding Asset Management Plans to support and achieve the goals outlined in the Community Strategic Plan and the Long-Term Financial Plan objectives.

2. Purpose

Council is the custodian of the majority of public infrastructure such as roads, footpaths, stormwater and buildings within the Local Government Area. The Asset Management Policy ensures that Council understands and is informed of the long-term and collective consequences of being responsible for the public infrastructure.

Together with Council's Community Strategic Plan (CSP) and Resourcing Strategy, this policy outlines the framework for managing Council's infrastructure assets, details specific asset management objectives to ensure Council's asset management responsibility is met, thereby having a positive impact on:

1. Capacity to deliver a sustainable level of service.
2. Financial sustainability of Council.
3. Community confidence in Council's infrastructure decision making.
4. Legal liabilities of Council.

3. Objectives

The policy of this Council is to ensure adequate provision is made for the responsible and sustainable management and long-term replacement of infrastructure assets by:

1. Improving asset management practices to achieve the outcomes from the City of Ryde's current CSP,
2. Following the five outcomes from Council's Local Infrastructure Strategy,
3. Ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment,
4. Safeguarding Council assets including physical assets by implementing appropriate asset management strategies and appropriate financial resources for those assets,
5. Creating an environment where all Council employees play an integral part in the overall management of Council assets by fostering and sustaining asset management awareness throughout the organisation by training and development,
6. Meeting legislative and regulatory requirements for asset management,
7. Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated,
8. Demonstrating transparent and responsible asset management processes that align with best practices.

4. Principles

Councils Asset management principles ensure the required level of service is met for all asset classes in the most cost-effective way, through the creation, acquisition, maintenance, operation, rehabilitation and disposal of assets to provide for present and future community needs.

This Policy is based on the following principles:

1. Preparing, reviewing, and adopting infrastructure asset management plans for asset classes in accordance with regulatory requirements and defined Council and Community needs,

2. Whole of life asset planning– Applying a whole of lifecycle approach towards all assets which includes planning and delivery, acquisition, operation, maintenance, renewal, and disposal,
3. Long term financial planning – Asset management plans, policies and systems assist in the long-term planning and forecast of costs for various asset classes,
4. Risk management of assets – Managing the identified risks associated with infrastructure assets,
5. Ensuring the integration of the asset management plans with the Community Strategic Plan and other Council strategies and plans related to infrastructure,
6. Ensure the assets are maintained to deliver desired levels of service to meet community needs and expectations.
7. Programming cyclic reviews of all asset classes to ensure that assets are well managed, with accurate information, condition rating, value and depreciation in accordance with industry best practice and applicable Australian Accounting Standards.
8. Improving reporting on asset life cycle costs and considering the results in decision making for Councils Long Term and Delivery Plan relating to infrastructure assets.
9. Development of environmentally sustainable asset management practices for resilient infrastructure.

5. Commencement of Policy

This policy shall commence upon the date of the Council resolution of adoption or review, and it shall remain in force until specifically reviewed or revoked in writing by a subsequent resolution of the Council.

6. Responsibility

Position	Responsibility
Council	The Councillors adopt the Asset Management Policy and the objectives contained and ensure that there are adequate resources applied in orders to meet the objectives.
Chief Executive Officer	The Chief Executive Officer has the overall responsibility of developing the infrastructure asset management plans, system, policies and procedures, and reporting on the status and efficiency of the asset management framework within Council.
Executive Leadership Team (ELT)	The Executive Leadership Team oversee the cross functional Council staff to address any specific matters related to the asset management operations and planning.
City Fabric Department	The City Fabric Department within Council is responsible for ensuring the business processes and asset management frameworks in place and are being adhered to by the relevant asset areas of Council.

7. References and Legislation

The Local Government Amendment (Planning and Reporting) Act 2009 Section 406, which is the amendment to the Local Government Act 1993, refers to the Integrated Planning and Reporting legislation requires that Councils must account for and plan for all the existing assets under its ownership.

Section 8B of the Local Government Act 1993 outlines the principles of sound financial management which are to be undertaken by Council.

8. Review

- This policy should be reviewed every four (4) years.
- Amendments to this policy such as titles, departments or directorate names, updates to legislation or branding updates are considered minor in nature and are not required to be formally endorsed by Council.
- Substantial changes to this policy are to be endorsed by the Executive Team and adopted by Council.