



# **CITY OF RYDE**

## Resourcing Strategy 2014-2024

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



# Contents

## Introduction

### Resourcing Strategy

- Our Location
- Our Community
- Our Workforce

|                          |        |
|--------------------------|--------|
| Asset Management Plan    | Part 1 |
| Workforce Plan           | Part 2 |
| Long-term Financial Plan | Part 3 |

# 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.

# Contents

|   |          |  |          |   |           |
|---|----------|--|----------|---|-----------|
| <b>Introduction</b>   | <b>3</b> | <b>Replacing Assets</b>  | <b>8</b> | <b>Where are we now?</b>                          |           |
| <b>Asset Management Plan</b>  | <b>4</b> | When do we replace assets  | 8        | <b>Where are we heading?</b>                      | <b>11</b> |
| Asset Planning & Reporting  | 4        | The significant of replacement values - what makes a difference? | 8        | Asset Planning Forecasts underlying the Scenerios | 11        |
| Asset Strategy  | 4        | Accounting for replacing assets - Depreciation                   | 9        | Options   | 11        |
| Organisation context and importance of sustainable asset management | 4        | The choices about replacing assets                               | 9        | Option A  | 11        |
| Visions and goals for service delivery                              | 4        |  |          | Option B  | 11        |
| Responsibilities and Relationships                                  | 5        |  |          | Option C  | 11        |
| <b>Asset Sub-Plans</b>  | <b>5</b> |  |          | Levels Of Service                                 | 12        |
| <b>Accounting and Reporting</b>                                     | <b>5</b> |  |          | Short to Medium Term Service Level Sustainability | 12        |
| <b>Our performance on the Management of our Assets</b>              | <b>6</b> |  |          |   |           |
| <b>Asset Information</b>  | <b>8</b> |  |          |   |           |

# 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

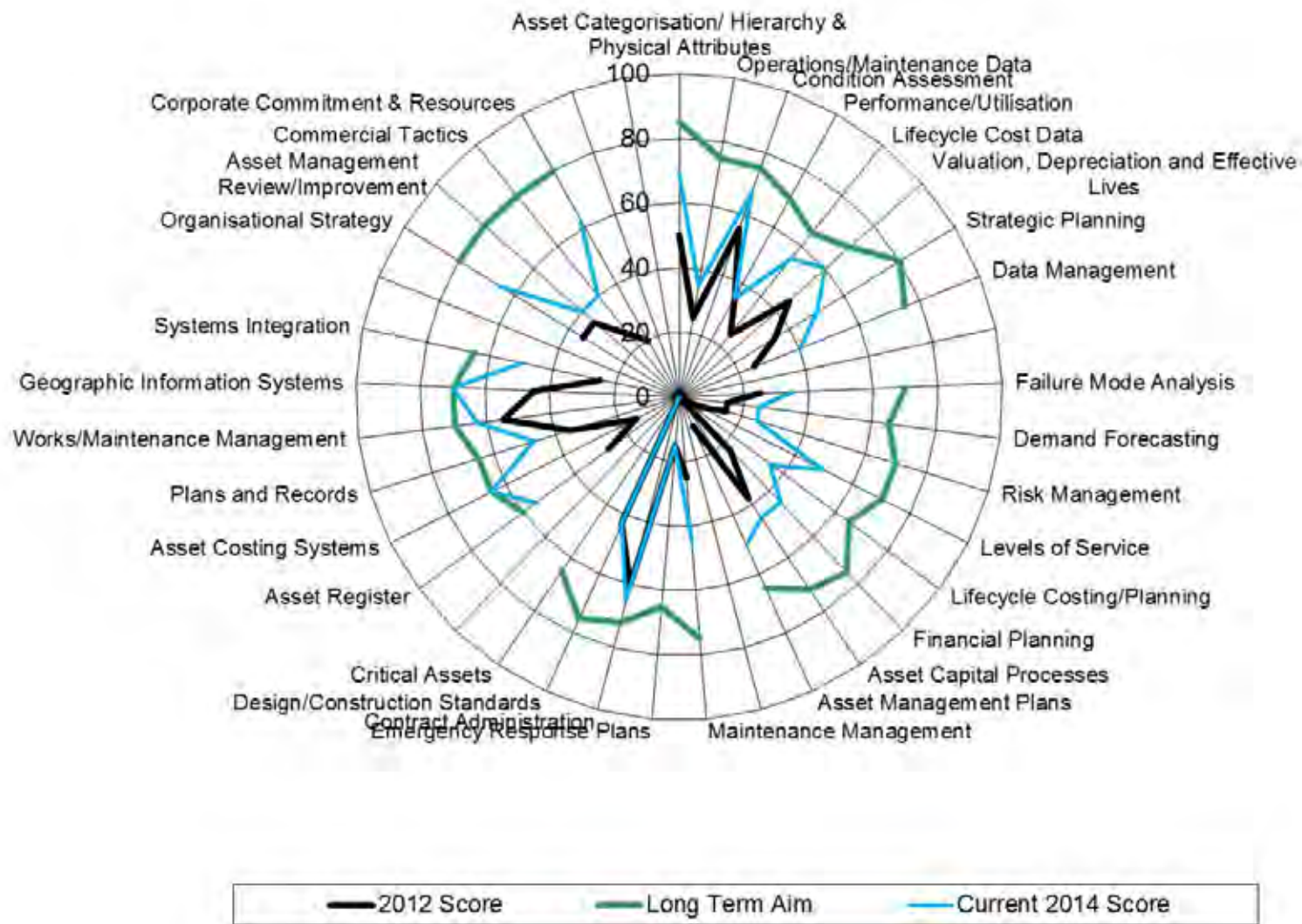
Above 30 = systematic approach

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.

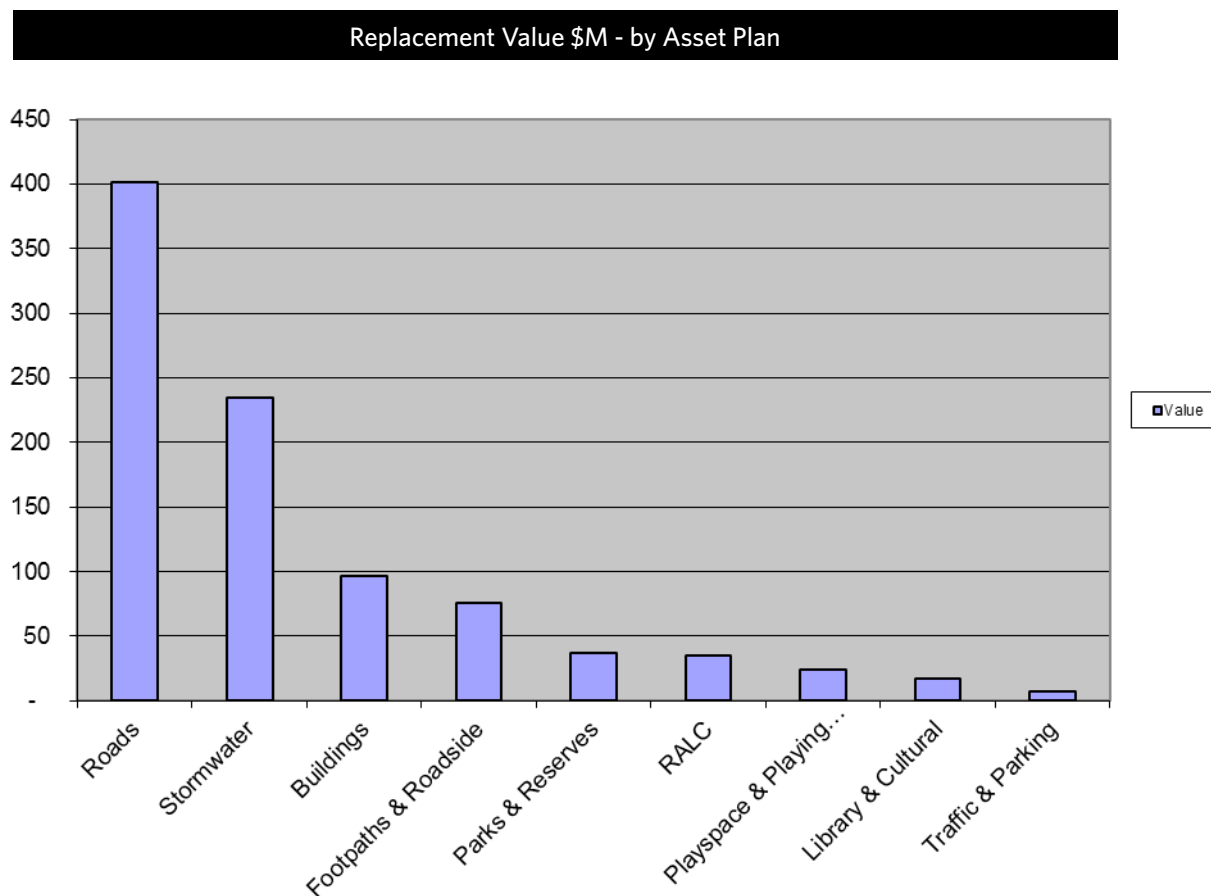
Any backlog is defined as where the physical replacement of assets that are condition 5 has been deferred.

### 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.

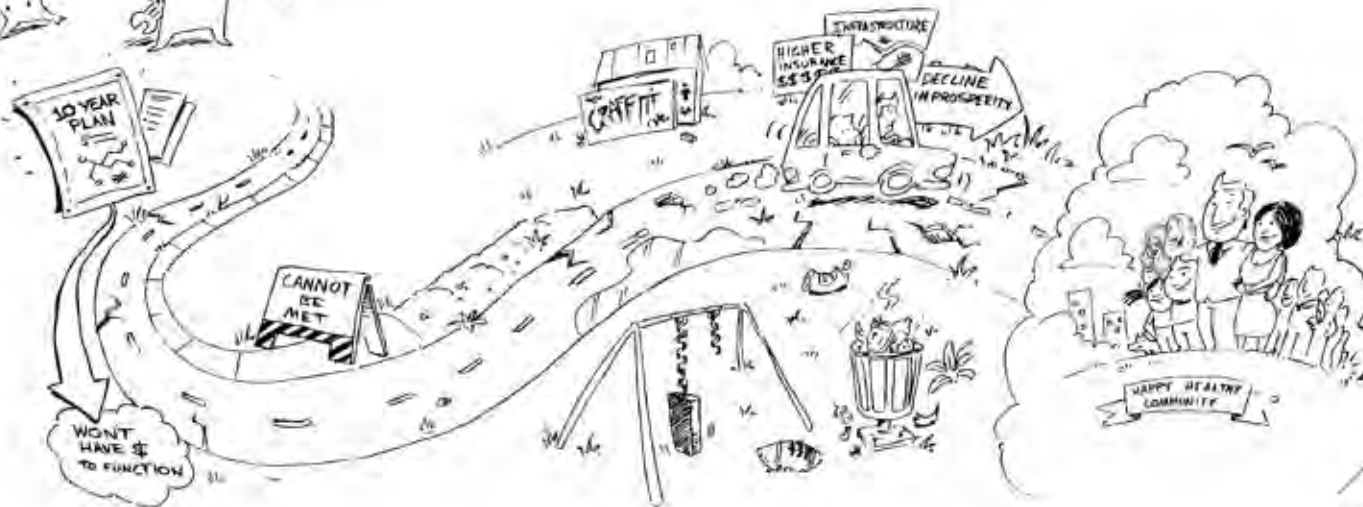
Council recently reviewed the accounting treatment of depreciation to reflect the best understanding of the remaining useful life of assets. For infrastructure assets, they are grouped into summary assets with common material type and remaining life based on the 1 to 5 rating scale, with straight line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

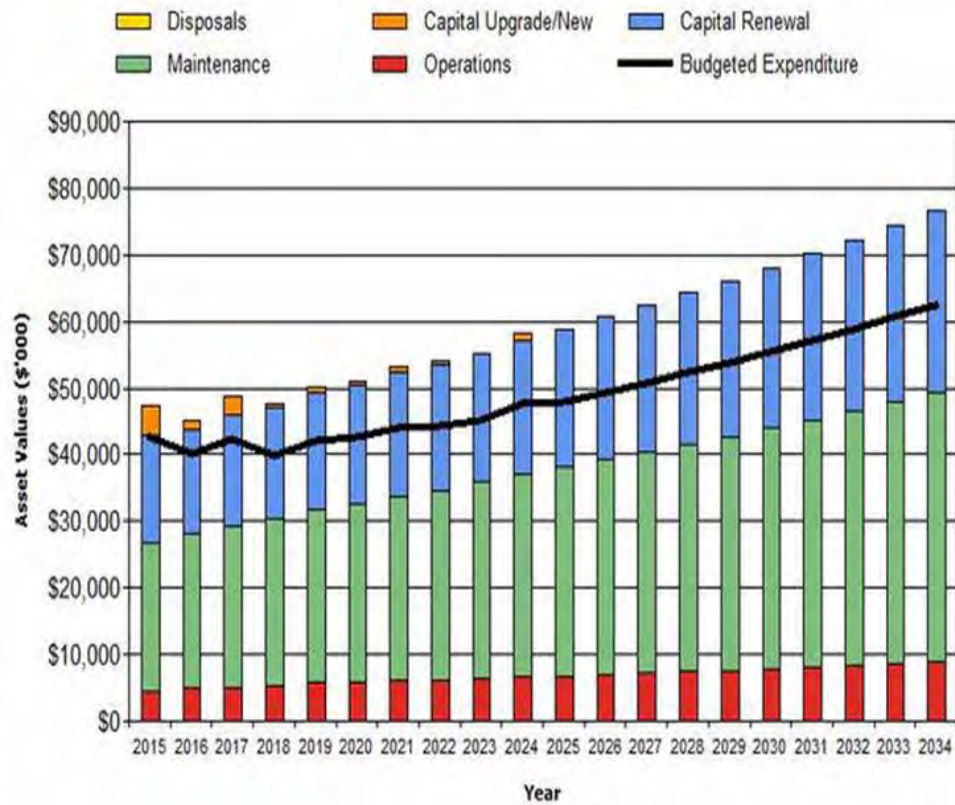
The 12% increase over four years, commencing 1 July 2015, is proposed to be an ongoing permanent increase with a cumulative gross increase of 57.4% over the four years ending in 2018/2019, with a net 44.8% more than Option A (rate pegging only).

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).

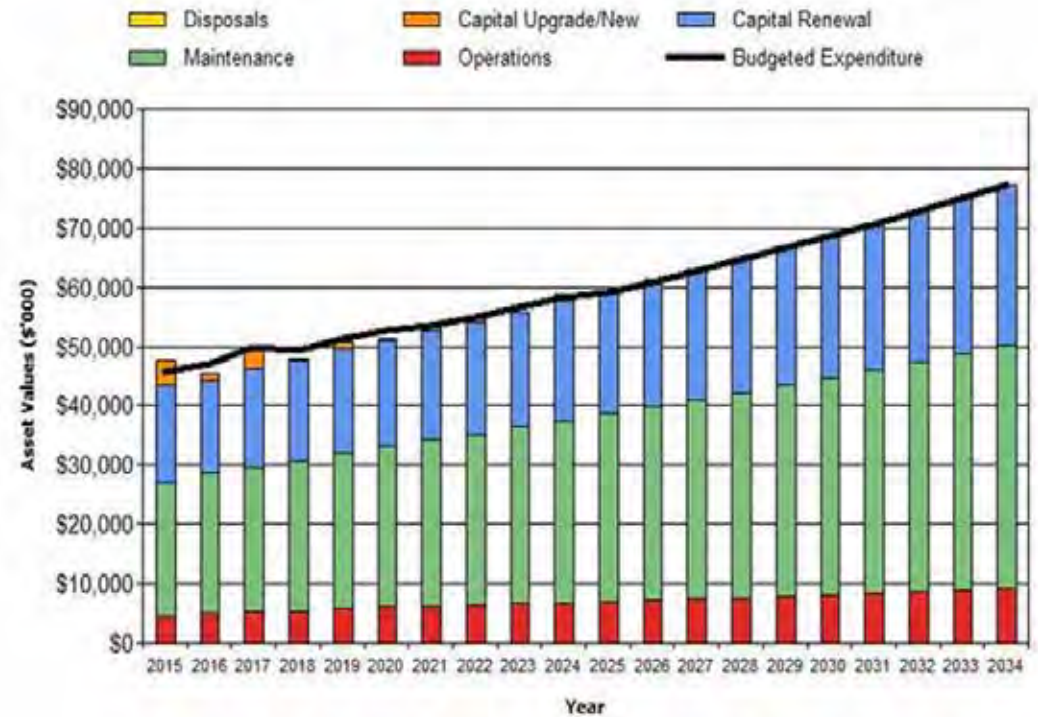
## Levels Of Service

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



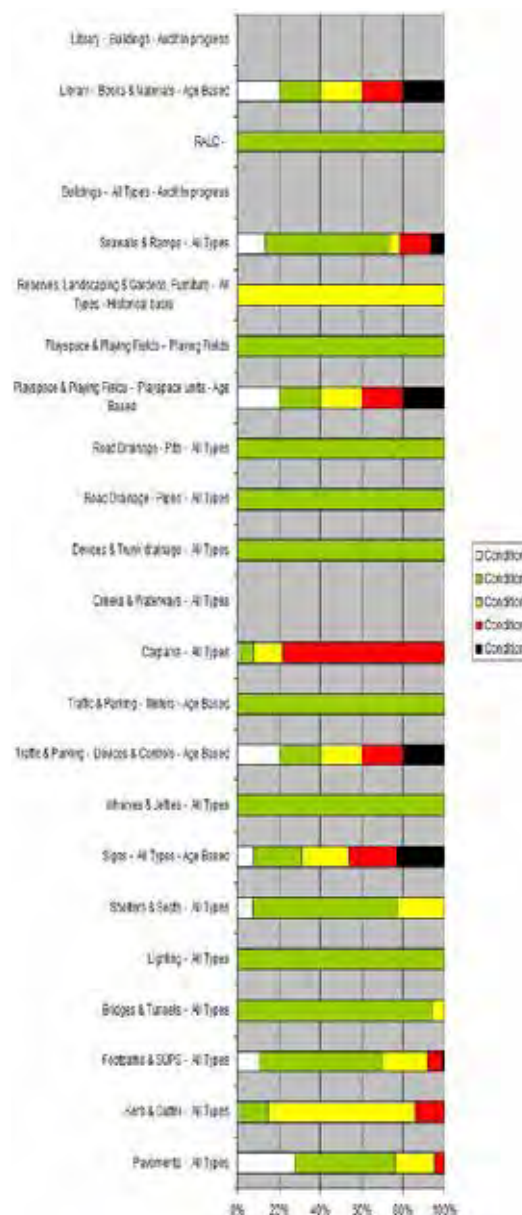
## Comments

- 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".

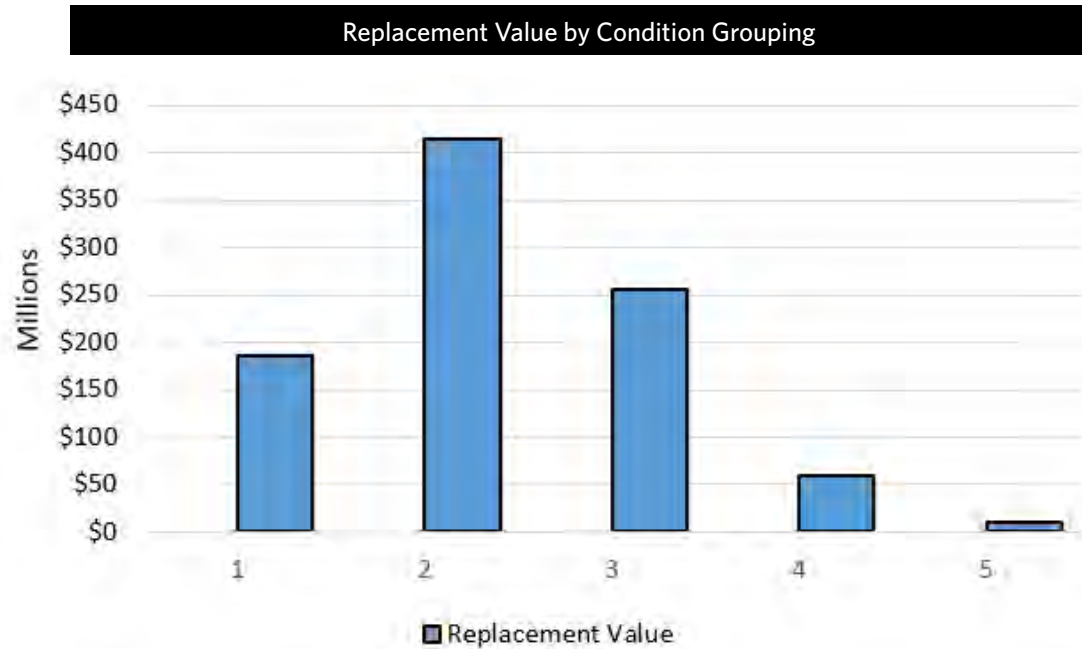
Depending on when infrastructure was constructed, environmental conditions and asset performance will result in "peaks and troughs" in renewal needs over time.

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.

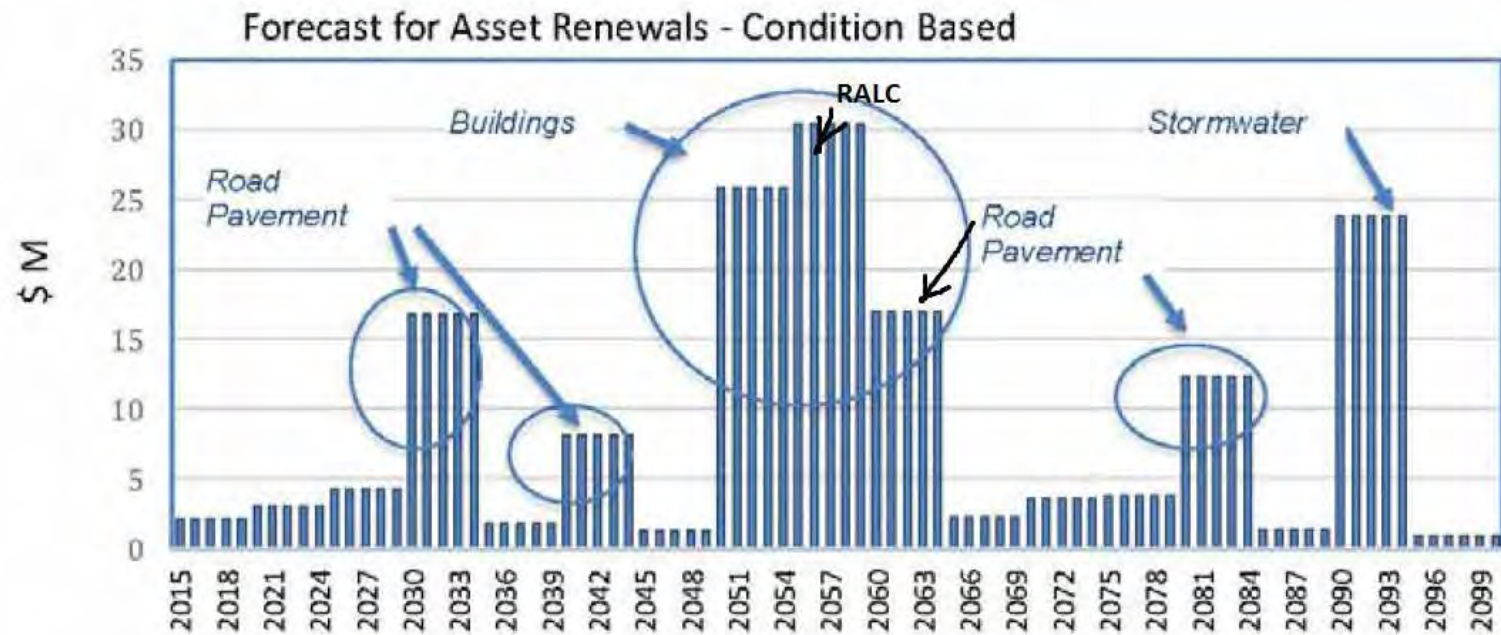


The condition profile for our infrastructure assets is shown as follows:

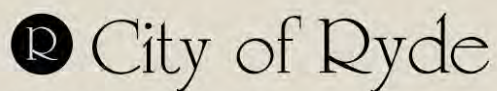


It is important for future planning to be aware that whilst the assets in Condition 4 and 5 can be managed in the short to medium term, there are some very significant peaks of renewal required in the future. These peaks represent those assets currently in Condition 3, Condition 2 and even Condition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

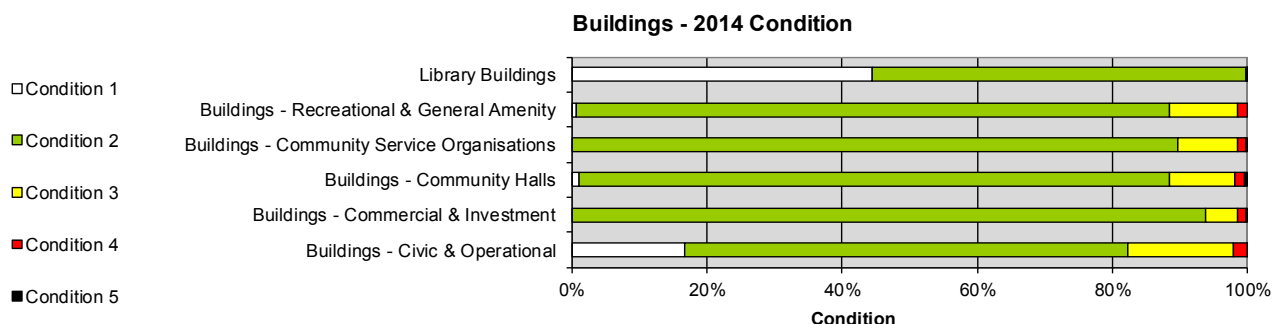
## **Options for Levels of Service**

- 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

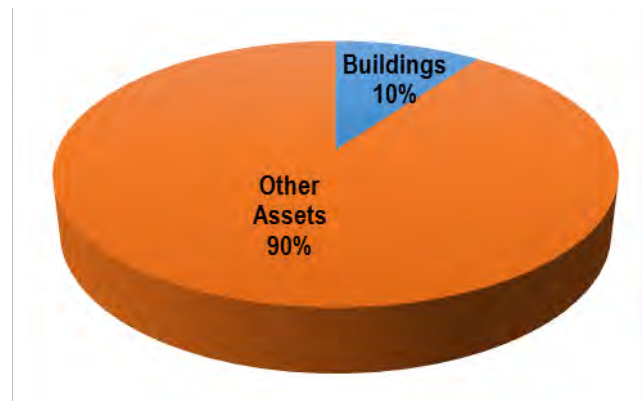
- Supporting the business and commercial needs of the organisation
- How supporting the users delivers against the Strategic Plan
- Having an understanding of current and projected community needs, customer views, on the services provided, and customer contributions (rent) relative to the total cost 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?

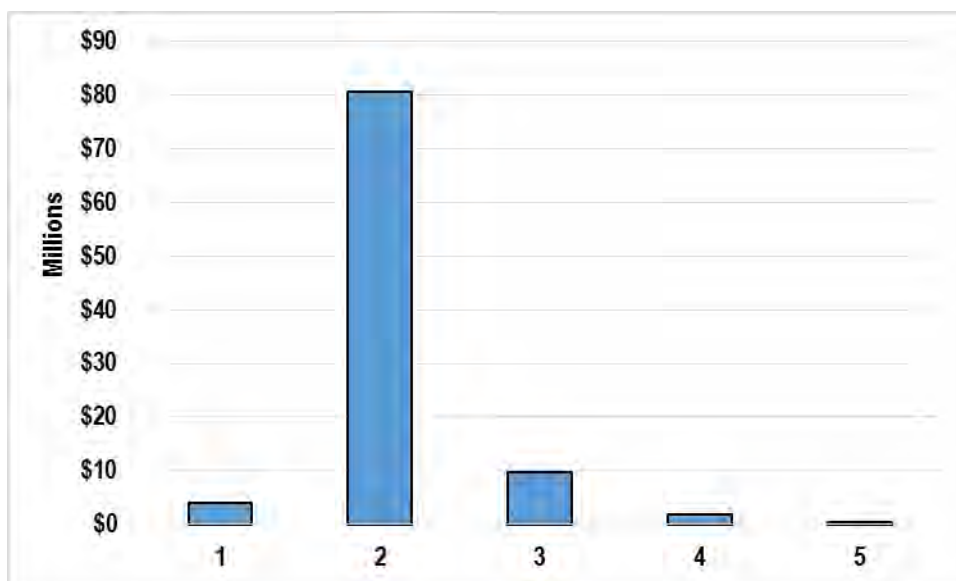
To sustain service levels and manage risk infrastructure renewal must be adequately funded. The Asset Plan discusses this challenge and identifies that the current funding will be insufficient for the longer term.

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**



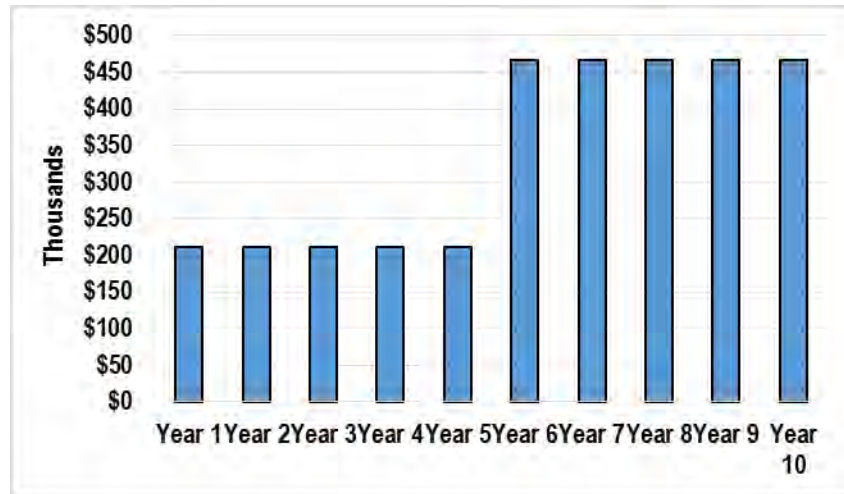
**Condition Profile – Buildings**



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<br>\$'M | Operations<br>\$'M | Renewal<br>\$'M | Expansion<br>\$'M | Total<br>\$'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<br>1           | 1                  | F0/5 E-0/5 T0/5<br>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<br>6           |                    | F0/7 E0/7- T0/7<br>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<br>8          | 2                  | F0/12 E0/12 T0/12<br>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<br>5<br>6<br>4 | 2<br>1             | F0/7 E0/7 T0/7<br>F0/5 E0/5 T0/5<br>F0/6 E0/6 T0/6<br>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<br>17<br>37    |                    | F3/3 E0/3 T0/3<br>NA<br>NA   |                 | 0/1<br>12/17<br>18/37 |                             |
| <ul style="list-style-type: none"> <li>Bowling &amp; Croquet</li> <li>Clubhouse</li> </ul>  | 4<br>4           |                    | F4/4 E0/4 T0/4<br>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<br>1           | 2                  | F0/5 E0/5 T0/5<br>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<br>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        | '                                    |



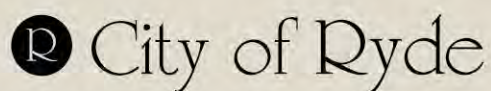
| <b>Building Type</b>             | <b>Building Name</b>                    | <b>No</b> | <b>Street Name</b> | <b>Suburb</b>        | <b>Category</b> | <b>Leased By</b> |
|----------------------------------|---|-----------|--------------------|----------------------|-----------------|------------------|
| 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<br>Putney Rangers Soccer, Ryde<br>Hunter Hills Cricket, Nth West Syd<br>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<br>Gladesville Sharks Soccer,<br>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<br>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<br>Ryde Park Rotunda<br>Ryde Park Groundsman Storage<br>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   |   |



Lifestyle and opportunity

@ your doorstep



# **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)

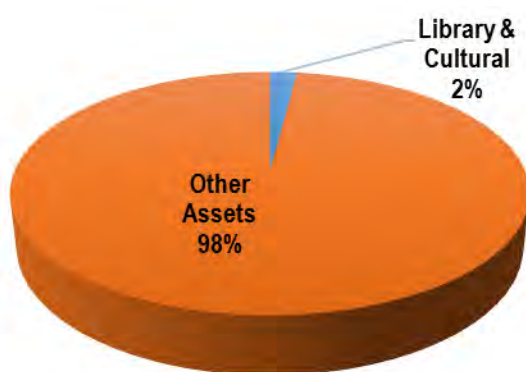
- The location and purposes are not rationally distributed across the city area, rather it is an evolution from individual decisions
- The look and configuration of the libraries
- art works and historical items are not replaceable and require appropriate conditions
- Availability and access, opening 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.

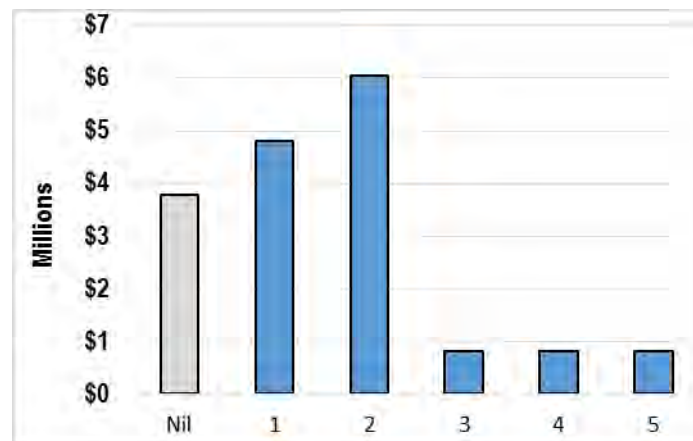
At present the assets at the Library and Cultural infrastructure assets represent an important portion of the assets we manage. Without renewal being undertaken when needed a decline in service and an increase in associated risks will occur.

### Infrastructure Proportion – Library & Cultural Infrastructure Assets





## Condition Profile – Library & Cultural Infrastructure Assets



| Sub Plan             | Year | Maintenance<br>\$'M | Operations<br>\$'M | Renewal<br>\$'M | Expansion<br>\$'M | Total<br>\$'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<br>818 chairs<br>116 desks<br>1016 shelving<br>425 furniture |   | Not determined  |
| Library Material               |   | Books 164,882<br>AV 23,248<br>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 ??

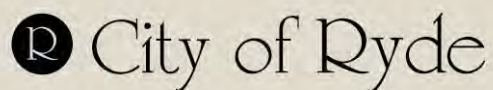
## Paintings Register

| 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:

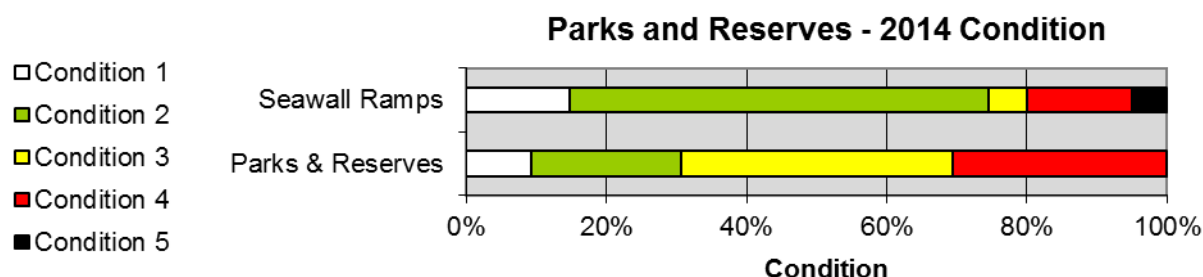
- Amount and type of garden beds and maintained vegetation
- Condition of grass in open areas e.g. mowing frequency
- Type and amount of associated facilities e.g. seats, tables, lighting, fencing, paths, retaining walls, signage
- State of repair of associated facilities
- Location of reserves overall 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

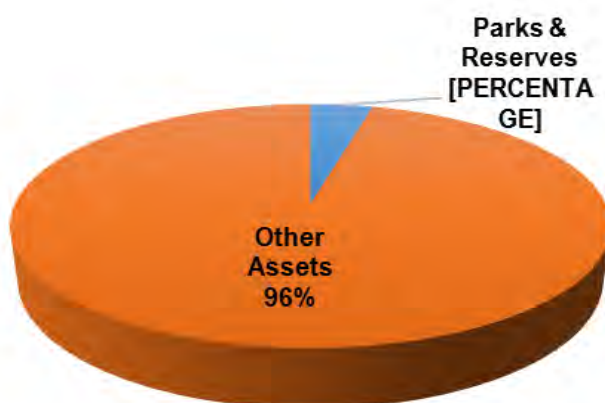
- Landscaping maintenance is labour intensive
- Strategies/plans – past policy has focussed on acquiring land
- Location and equitable coverage across the city
- Council is exempt by law from having to contribute to boundary fencing with private properties.
- Other Council plans and policies
  - Memorial 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?

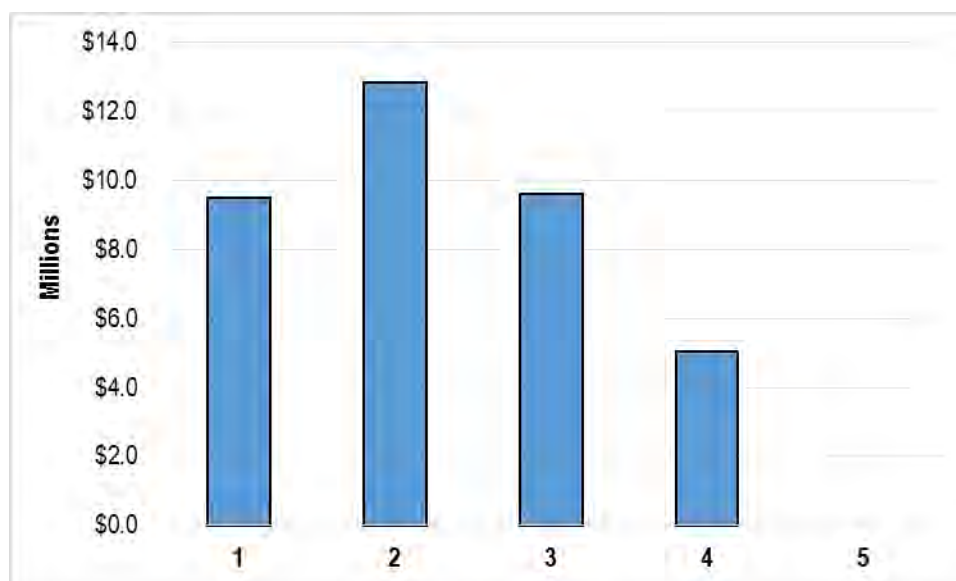
To sustain service levels and manage risk infrastructure renewal must be adequately funded. The Asset Plan discusses this challenge and identifies that the current funding will be insufficient for the longer term.

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<br>\$'M | Operations<br>\$'M | Renewal<br>\$'M | Expansion<br>\$'M | Total<br>\$'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



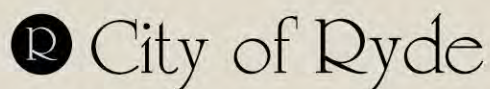
## PARKS LISTING

| 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.

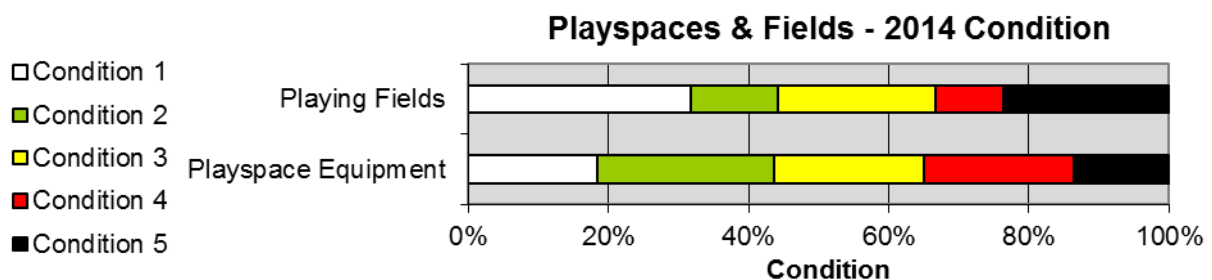
## Options for Levels of Service

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)

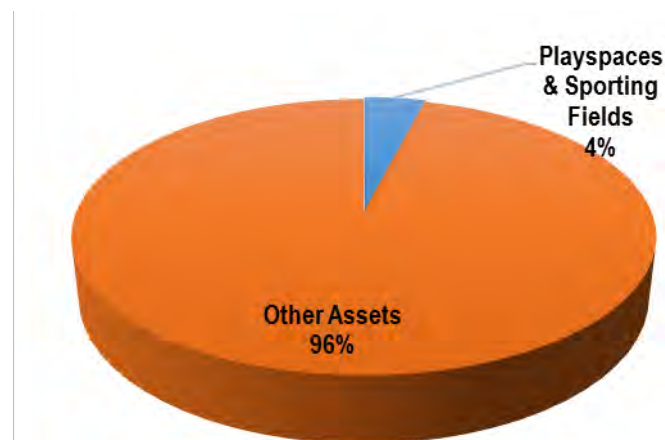
- Significant changes in standards and expectations for safe yet challenging play equipment & standards compliance
- Differing needs of various demographics
- The ratio per capita & distance to get there
- Historical arrangements for oval and court usage, including allocation of spaces to sporting codes 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.

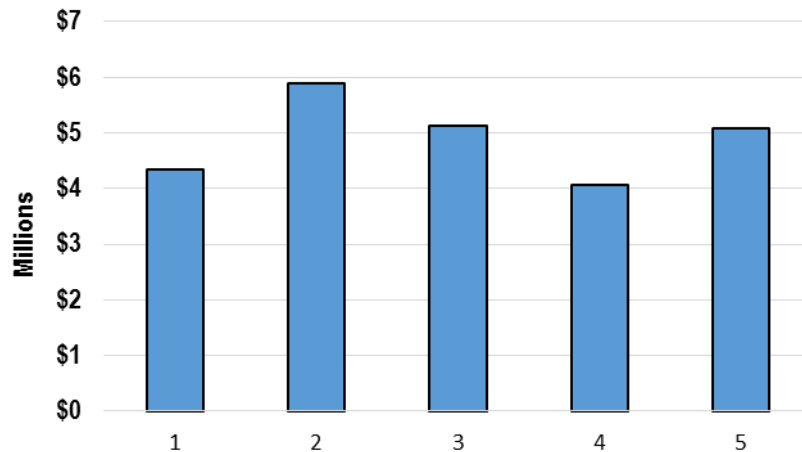
At present playspaces and sporting field assets represent a substantial portion of the assets we manage. Without renewal being undertaken when needed a decline in service and an increase in associated risks will occur.

### Infrastructure Proportion – Playspaces & Sporting Fields



### Condition Profile – Playspaces & Sporting Fields



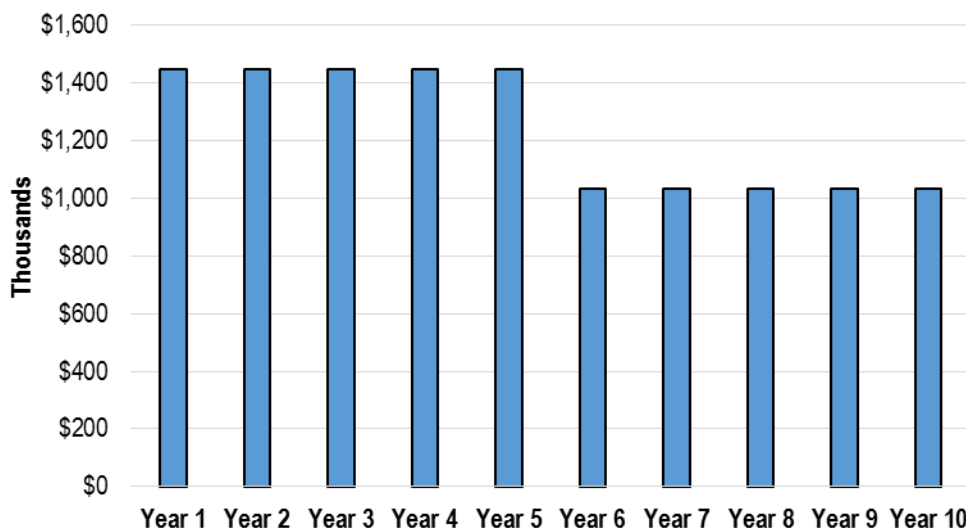


Although in the short term the renewal of assets in poor and very poor condition (Condition 4 and 5) can be managed, this must be continued as more assets continue to age and decline.

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<br>179 booked sporting events per week (summer season) | 59 sporting spaces in 26 parks<br>207 booked sporting events per week (winter season) |
|---------|---|---|

| 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.



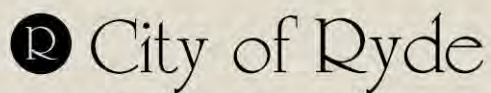
Ageing, uninspiring equipment in poorly maintained soft fall material area. This equipment has passed use by date and has outgrown the original demographics which initiated its construction.

## 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:

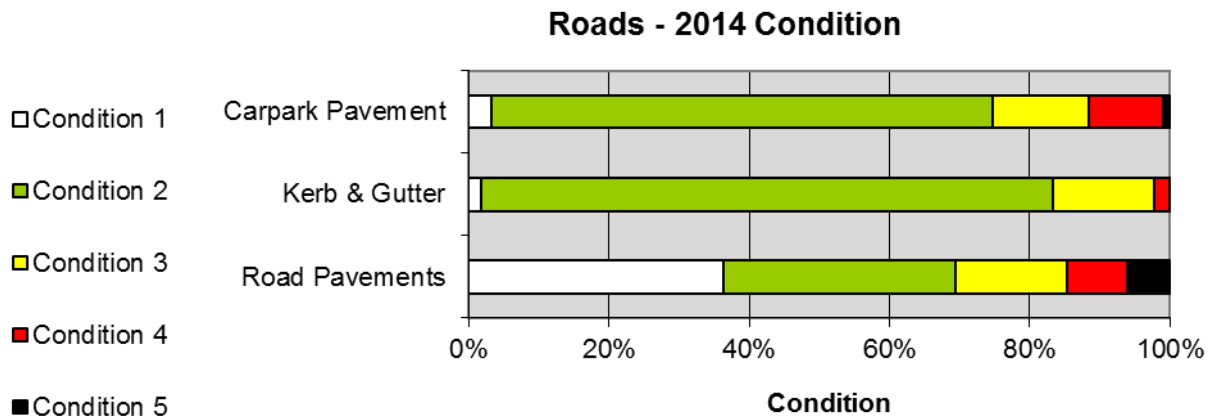
- Travel lane width
- Surface quality (roughness, material, shape, crossfall for kerbside parking)
- Availability & management of repairs

## 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

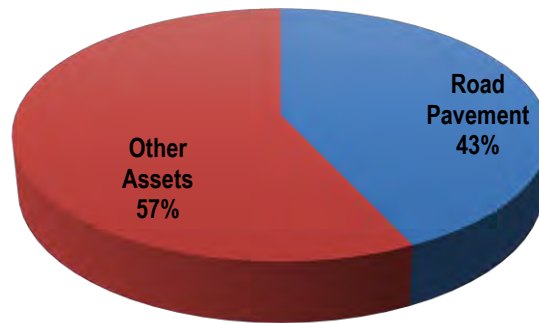
- Represents Council's largest asset group at 2.77 million square metres or 321 km.
- There are 83 Car parks with 111,000 m<sup>2</sup> of pavement (about 4% overall of pavements)
- The capital costs for patching, resurfacing and reconstruction are split across several budget programs, with the total 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?

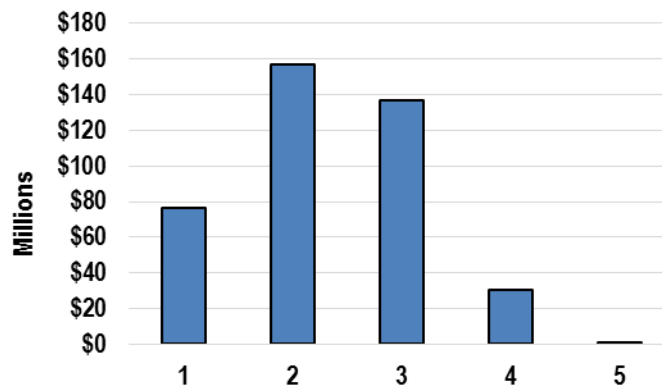
To sustain service levels and manage risk infrastructure renewal must be adequately funded. The Asset Plan discusses this challenge and identifies that the current funding will be insufficient for the longer term.

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



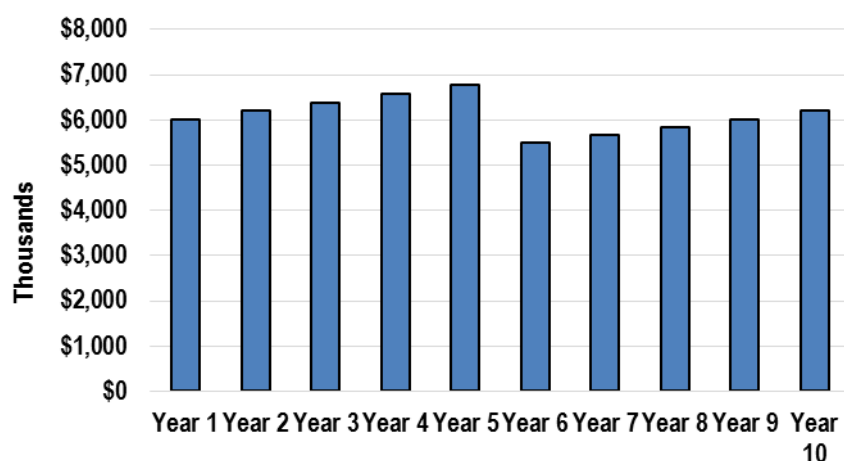
### Condition Profile – Road Pavement



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<br>\$'M | Operations<br>\$'M | Renewal<br>\$'M | Expansion<br>\$'M | Total<br>\$'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

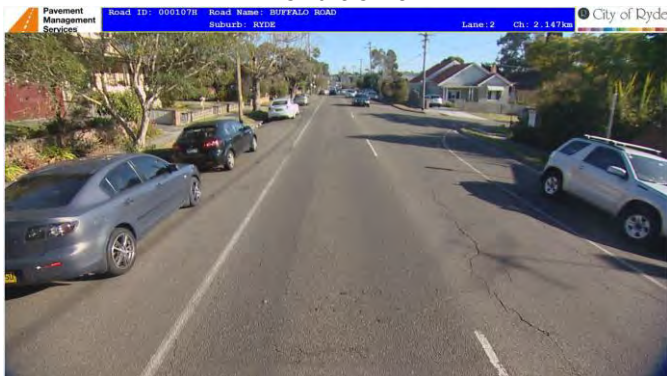
## Basic information about these assets

| Aspect                       |   |
|------------------------------|---|
| Funding                      | Comes primarily from Council Rates, from the RMS via specific programs, and the Federal Government via annual grants<br>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.<br/>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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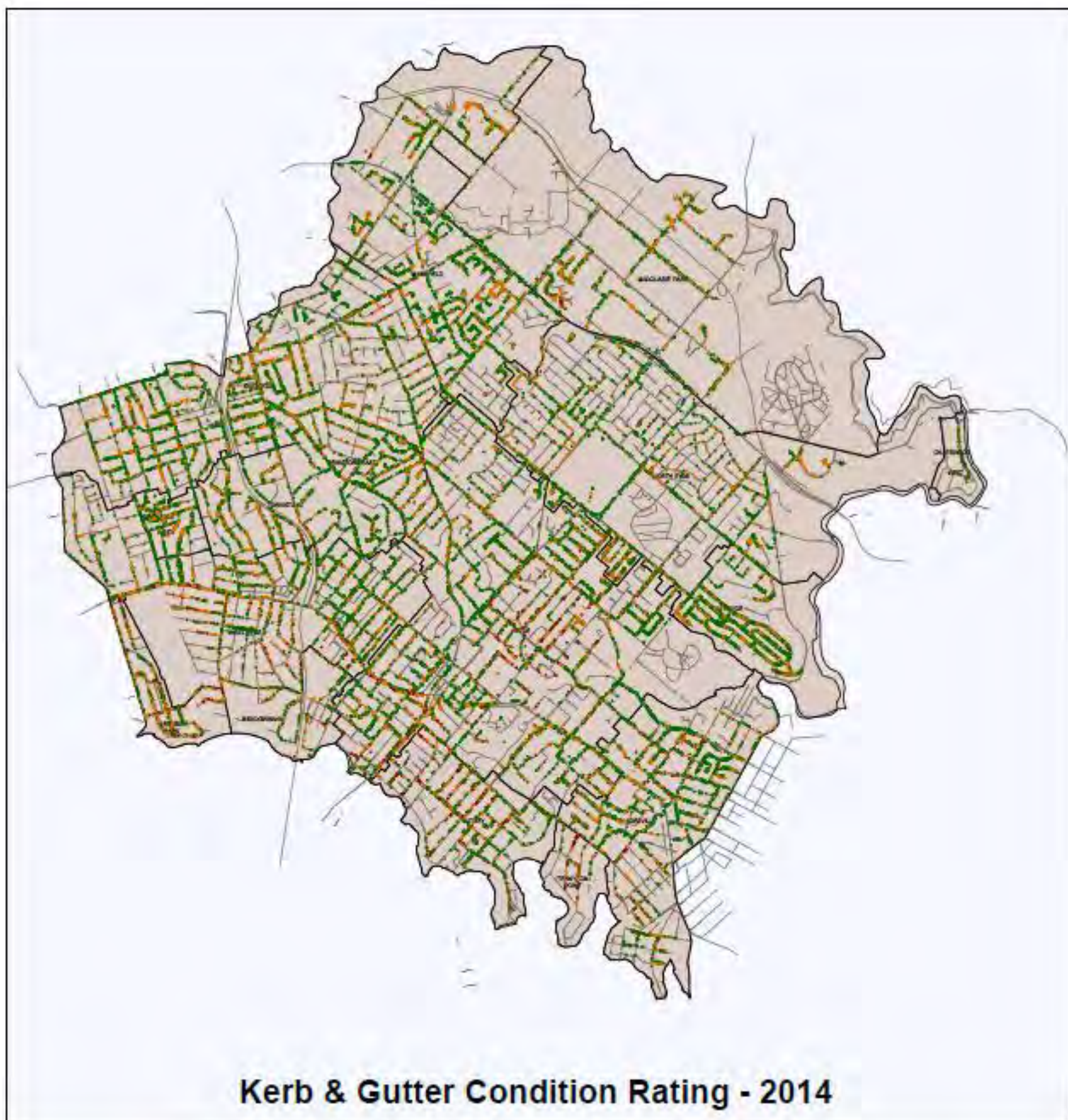
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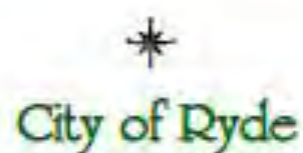


| Condition Rating  | Number of Defects | Amount in Meters | % of Total Kerb & Gutter |
|---|-------------------|------------------|--------------------------|
|  3 | 72,574            | 92,102           | 15.8 %                   |
|  4 | 8,971             | 13,831           | 2.4 %                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

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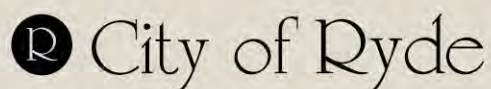
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Date: 22/10/2014





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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

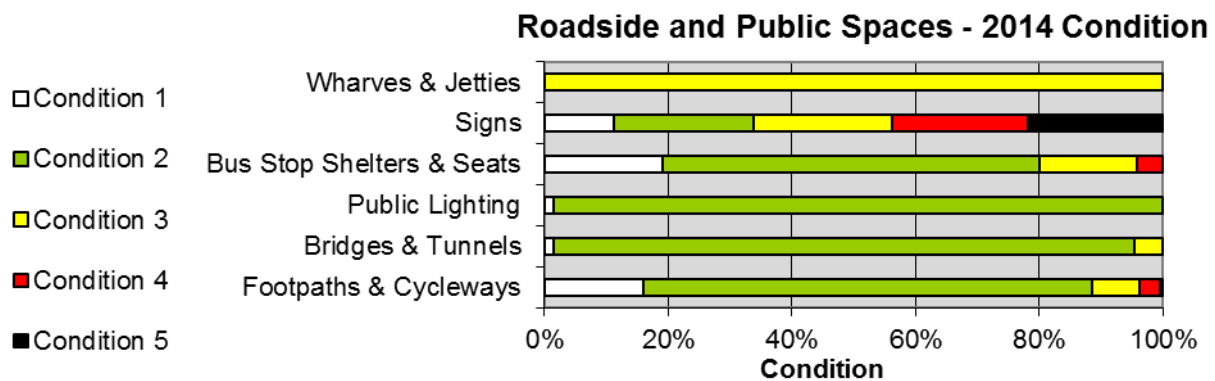
The things that Council can change that affect the overall cost and nature of the service are:

- 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

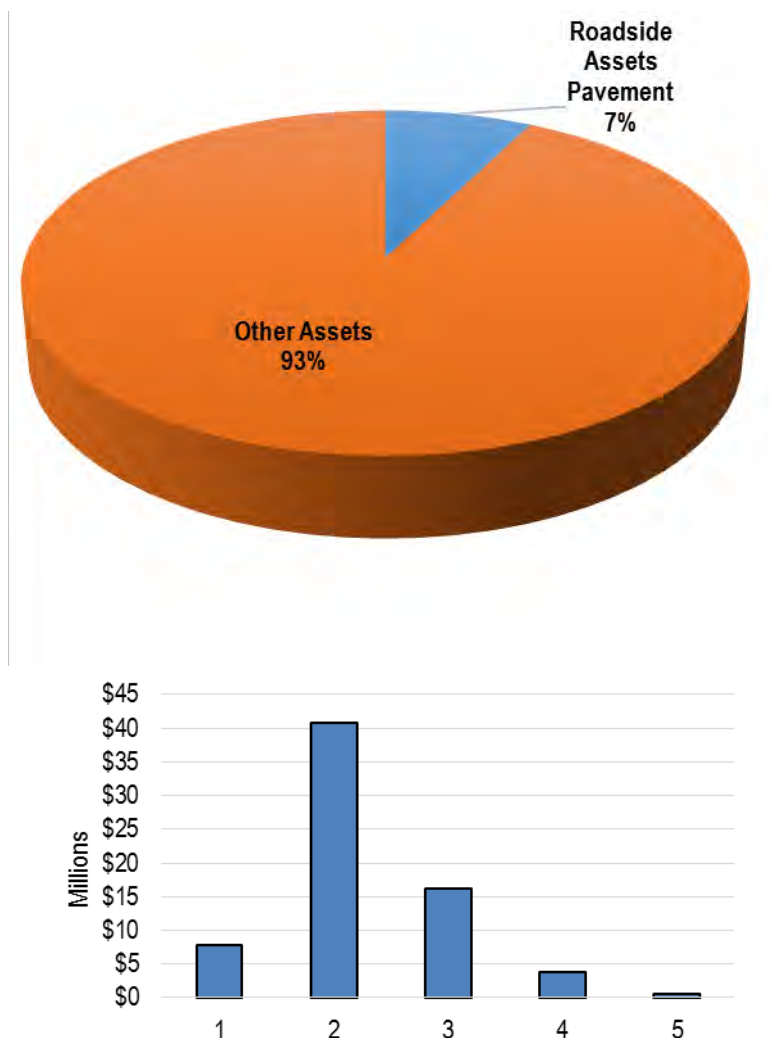
- Conflicts and integration with public utility infrastructure – all of who have statutory powers to use public road reserves.
- The impacts of street trees on infrastructure – physical damage as the trees grow, and impeding street lighting and clear sight lines for safety surveillance and traffic
- 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.

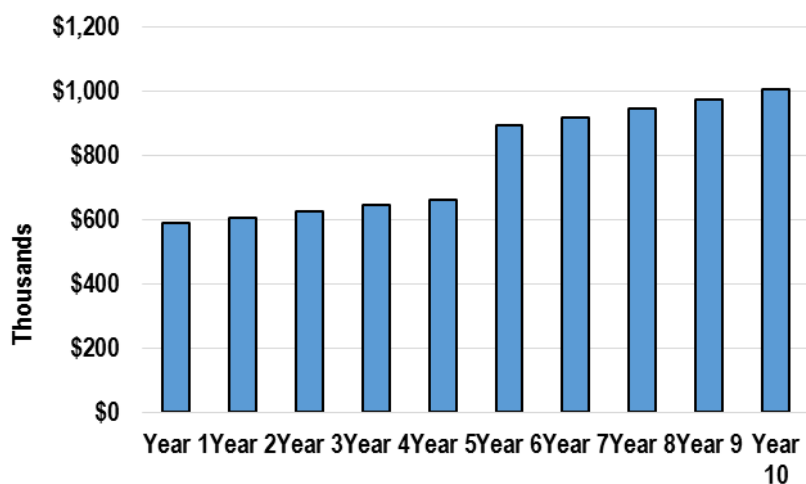
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Although in the short term the renewal of assets in poor and very poor condition (Condition 4 and 5) can be managed, as the majority of the assets continue to age and decline, the financial capacity to manage more significant renewals is inadequate.

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<br>\$'M | Operations<br>\$'M | Renewal<br>\$'M | Expansion<br>\$'M | Total<br>\$'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<br>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<br>Fencing<br>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

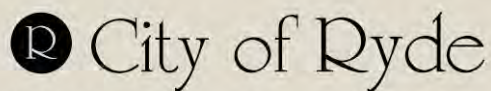


| Condition Rating                        | Number of Defects | Amount in SQM | % of Total Footpath Network |
|---|-------------------|---------------|-----------------------------|
| <span style="color: green;">●</span> 3  | 17,143            | 40,864        | 7.8 %                       |
| <span style="color: 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

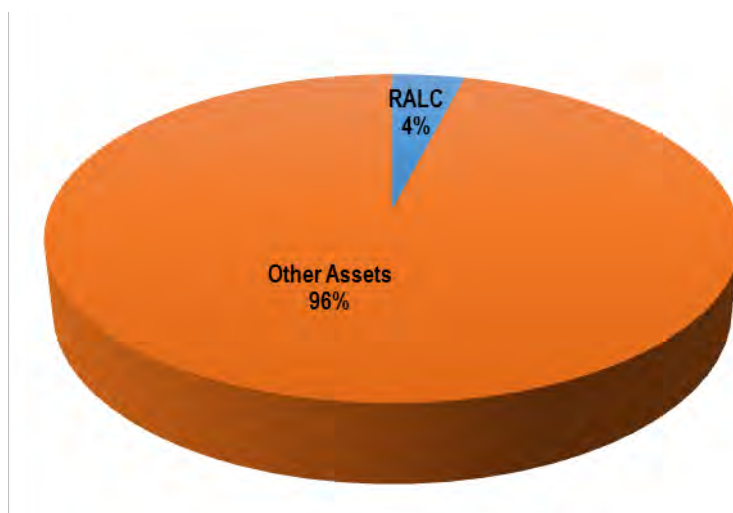
- The facility is 12 years old, which is over 1/4 way through its life cycle. At present the replacement reserve is far less than required pro-rata.
- Paid by Olympics and other sources, Council will need to plan for replacement using own funds
- Future recreation trends, water and safety standards, 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?

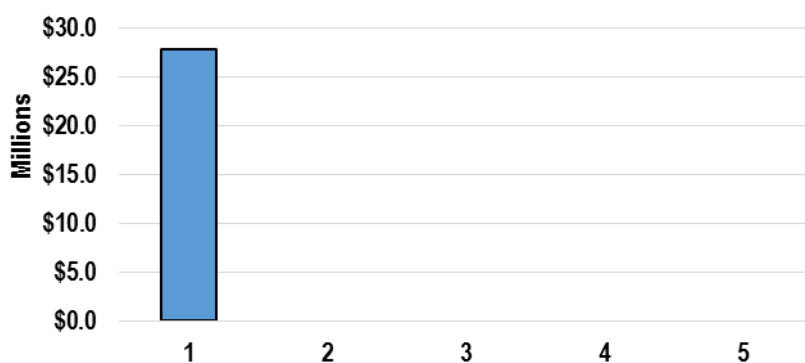
To sustain service levels and manage risk infrastructure renewal must be adequately funded. The Asset Plan discusses this challenge and identifies that the current funding will be insufficient for the longer term.

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<br>\$'M | Operations<br>\$'M | Renewal<br>\$'M | Expansion<br>\$'M | Total<br>\$'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

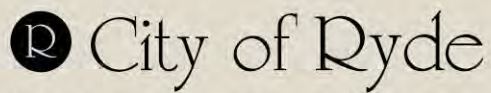
### Indoor Sports

- 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.

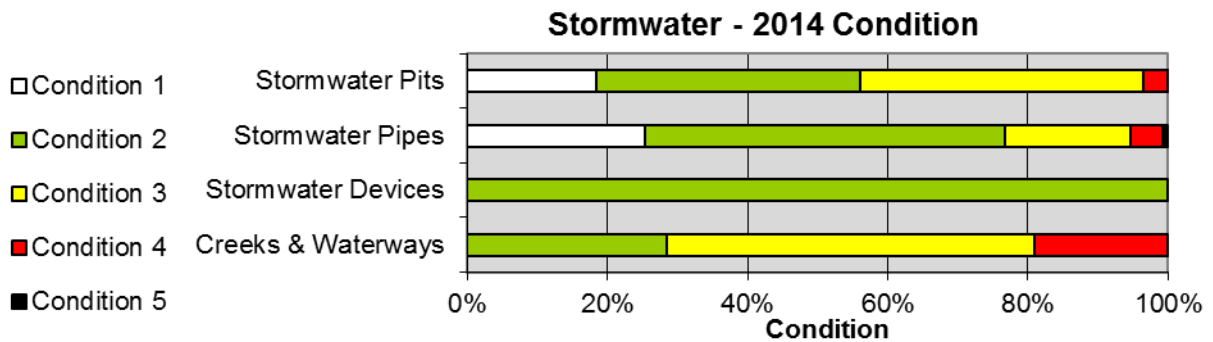
## Options for Levels of Service

- 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

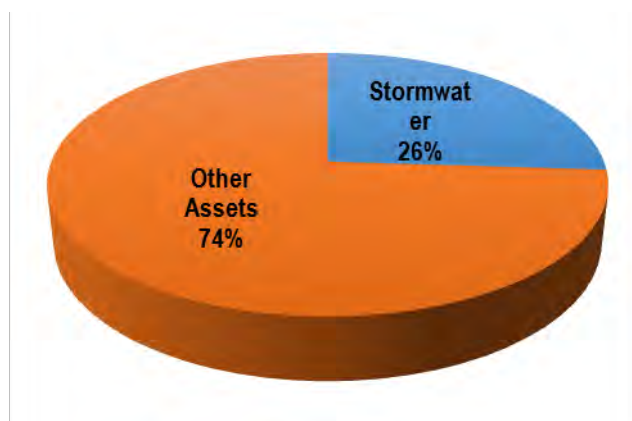
- These assets are mainly buried assets and not readily accessible. Maintenance and repair for physical deterioration in most cases requires excavation and replacement.
- Leaf litter can block inlets – regular street sweeping is done to minimise this.
- Lack of public understanding of stormwater often 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?

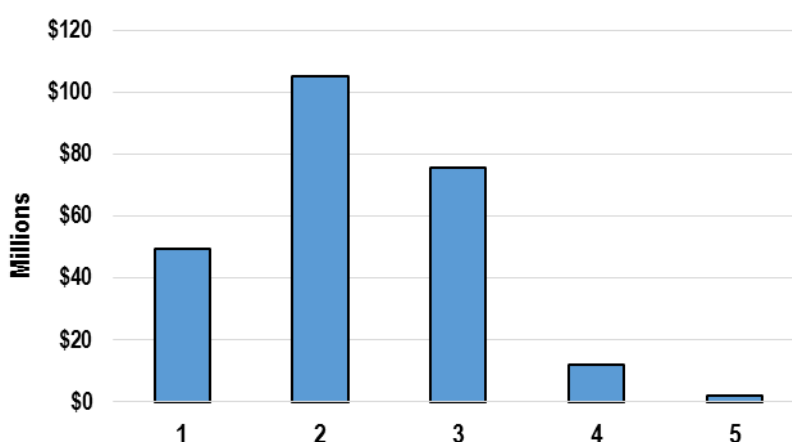
To sustain service levels and manage risk, infrastructure renewal must be adequately funded. The Asset Plan discusses this challenge and identifies that the current funding will be insufficient for the longer term.

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**



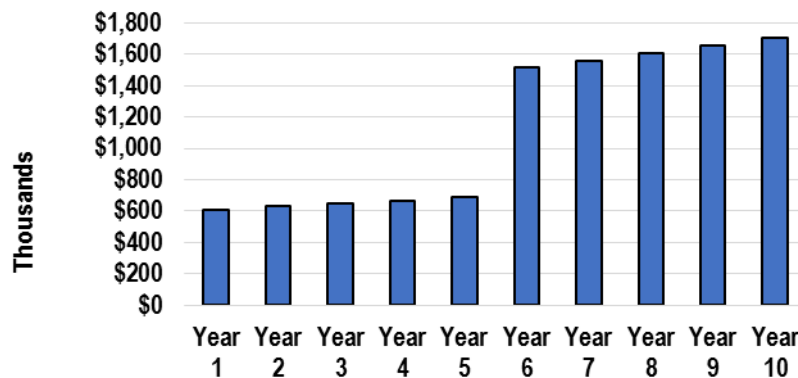
**Condition Profile – Stormwater Drainage**



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<br>\$'M | Operations<br>\$'M | Renewal<br>\$'M | Expansion<br>\$'M | Total<br>\$'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

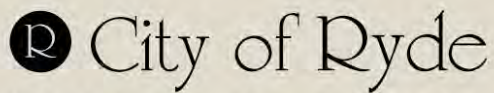


Example



Water Quality devices





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# **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

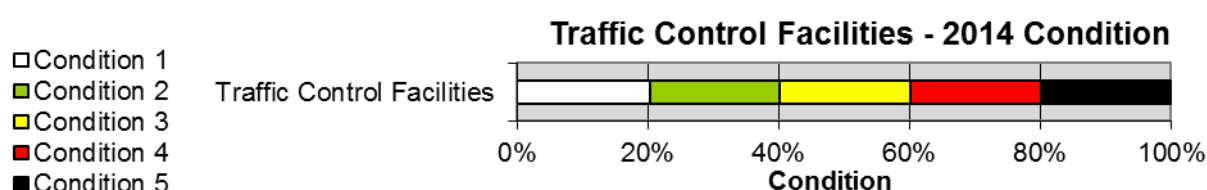
## Options for Levels of Service

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

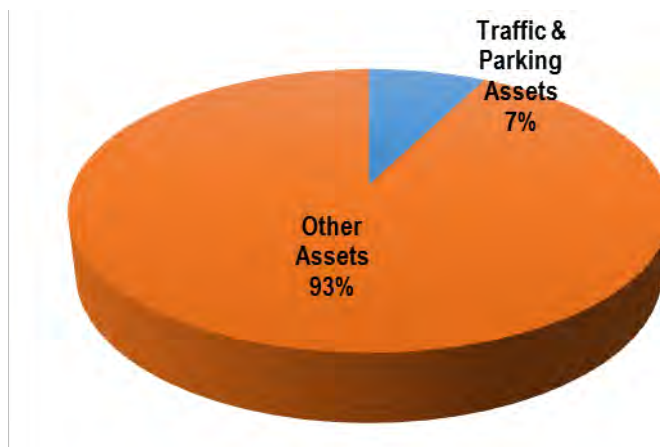
- Main value to the public is the behaviour of traffic and parking created / reinforced by the controls
- Signs are numerous and have a relatively short life, managing their logistics is resource intensive
- Maintenance and legibility of the signs is essential to allow enforcement of the control designated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

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

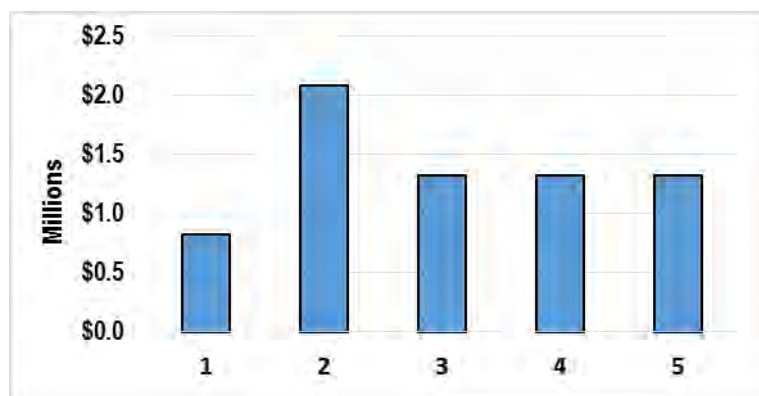
To sustain service levels and manage risk infrastructure renewal must be adequately funded. The Asset Plan discusses this challenge and identifies that the current funding will be insufficient for the longer term.

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**

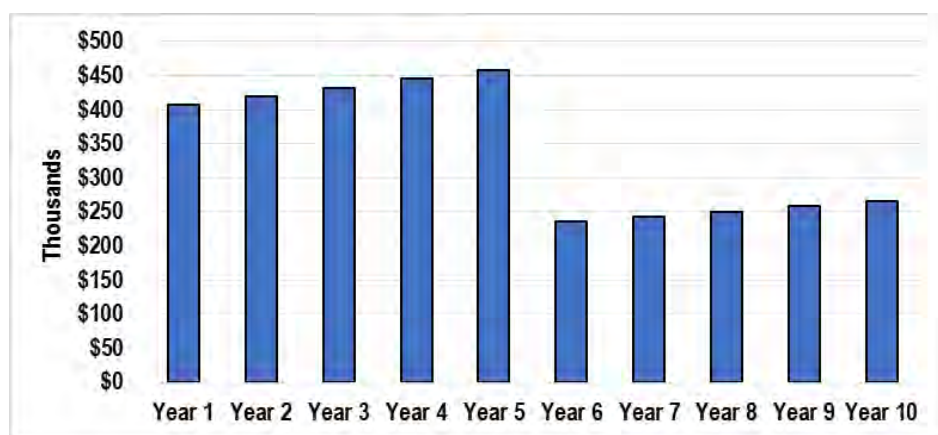




This condition profile is based on extensive data collection. Although in the short term the renewal of assets in poor and very poor condition (Condition 4 and 5) can be managed, more significant renewals in the future will be required.

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<br>3,000 estimated street name signs<br>Approx. 1,000 pa are replaced for various reasons,<br>and an additional 300 added pa |
| Line marking          |            | Unrecorded – cost to record and map disproportionate<br>to value of having. Most markings and can be seen<br>from aerial photograph underlying mapping system.            |
| Parking zone controls |            | The approved control regimes that are marked by<br>signs are in the process of being recorded on the<br>mapping system.   |
|                       |            |   |

# Legend

## Examples of Issues & Condition ratings

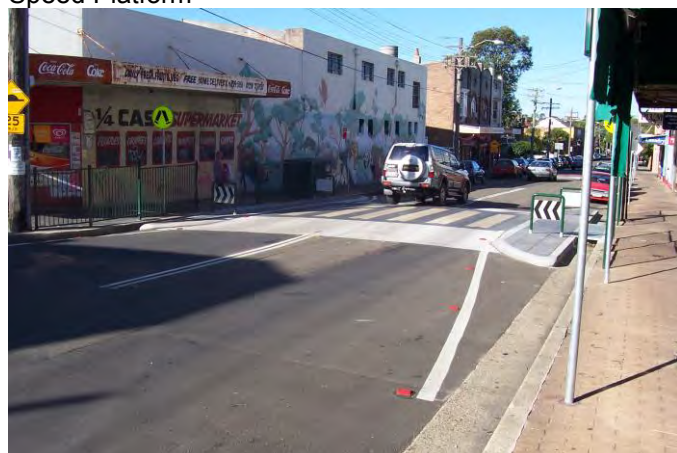
Speed Hump



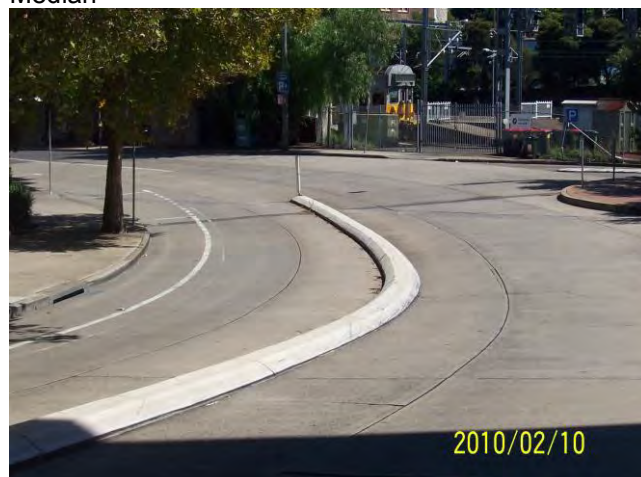
Roundabout



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





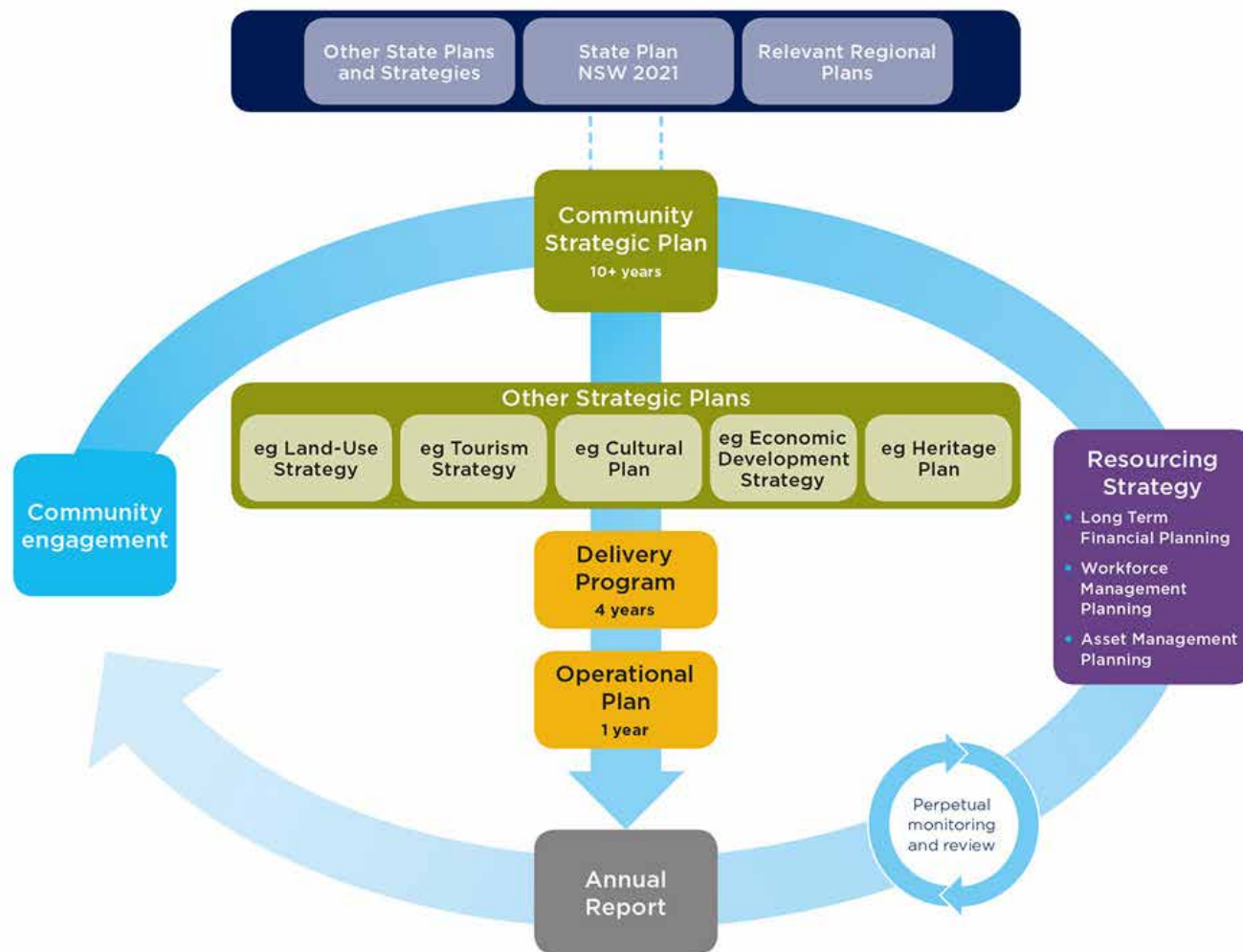
# **CITY OF RYDE**

## 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

|   |          |  |           |
|---|----------|--|-----------|
| <b>Introduction</b>   | <b>4</b> | <b>Summary</b>   | <b>21</b> |
|   |          | <b>References</b>  | <b>21</b> |
| <b>Chapter 1: Where are we now?</b>   | <b>5</b> | <b>APPENDIX A</b>  | <b>22</b> |
| Our Workforce Profile   | 5        | Identified Critical Roles/Skills,<br>'hard to fill' Positions and Skills<br>Required in the Future | 22        |
| Our services  | 5        | Skills required now and in the future  | 26        |
| What do our people cost?  | 5        |  |           |
| <b>Chapter 2: Key Principles and<br/>Focus Areas for our Workforce Plan</b> | <b>6</b> |  |           |
| Principle 1: Financial Sustainability<br>– A Best Value Workforce           | 7        |  |           |
| Principle 2: Attraction, Retention and Turnover                             | 12       |  |           |
| Principle 3: Diversity  | 15       |  |           |
| Principle 4: Skills, Training and Education                                 | 18       |  |           |
| Principle 5: Technology and Facilities                                      | 20       |  |           |



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

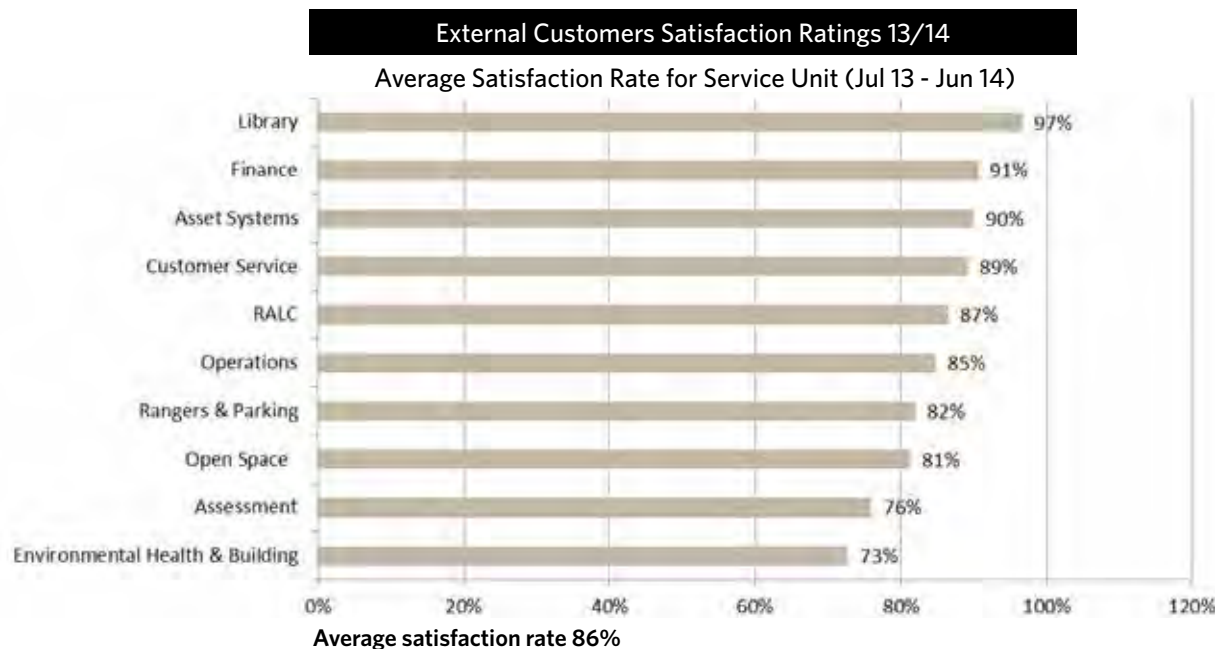
As another measure of the effectiveness of Council's service delivery and customer satisfaction, the City of Ryde has implemented a best practice feedback mechanism for its community and customers.

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.

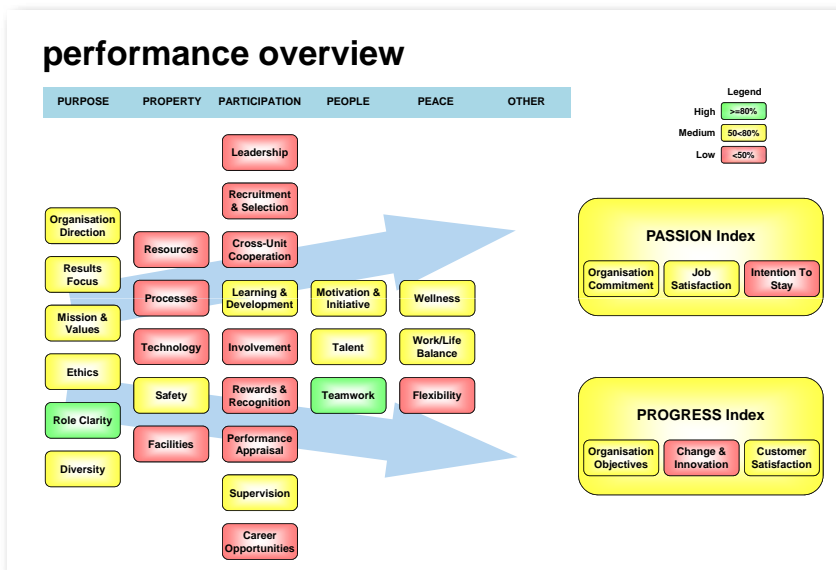
These include improving internal communications, reinforcing our organisation's values, establishing a performance measurement framework, identifying clear accountabilities and delegations for services and budgets, elevating the standard and importance of project management across the organisation, restructuring 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).

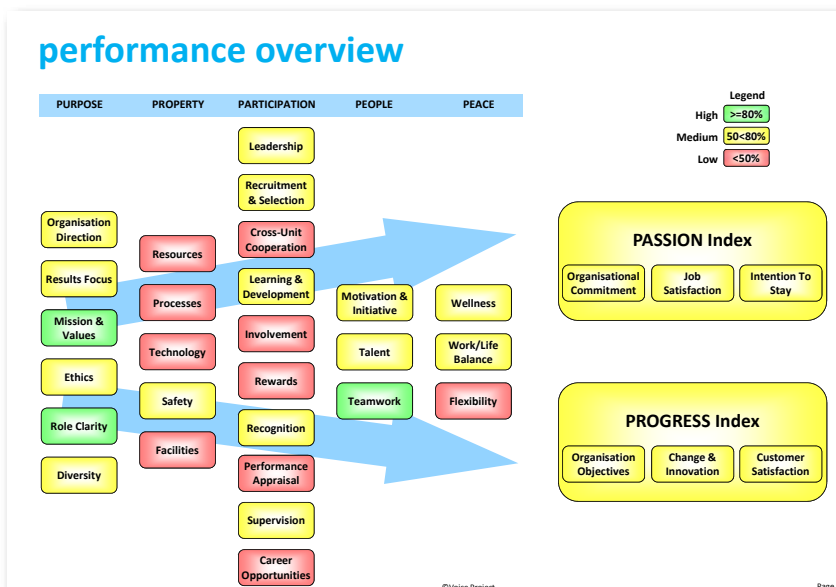
Other practices to increase significantly included Flexibility, Involvement, Recruitment & Selection, Cross-Unit Cooperation and Ethics. These positive changes were associated with a 4% increase in scores on both Employee Passion and Organisational Progress. These results meant that following this survey, 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<br>Policy development<br>Experience in delivery of customer service<br>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<br>Strategic thinking<br>Corporate knowledge  | N             |
| Events Manager                             | Community relations and events | Communication skills<br>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<br>Excellent technical knowledge of planning in NSW<br>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<br>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<br>Ability to interact with auditees and other internal and external stakeholders   | Y             |
| WHS coordinator  | Risk and Audit | Technical skills in WHS<br>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<br>Legislative knowledge  | Y             |
| Technical Support Officer                              | Regulatory     | Knowledge and skill in interpreting<br>Legislative knowledge<br>Superior administrative skills  | Y             |
| New role<br>Old contracts/permits role                 | Regulatory     | Knowledge and skill in interpreting<br>Legislative knowledge<br>Tender process skills<br>Project Management skills<br>Superior Administrative skills  | Y             |
| Service Unit Manager Regulatory                        | Regulatory     | Knowledge and skill in interpreting<br>Legislative knowledge<br>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<br>Fostering and facilitating partnerships/collaboration   | N             |
| Immunisation coordinator (specialised role) | Community and Culture                    | Nursing / clinical skills<br>Immunisation (management and delivery)<br>Administration skills<br>Managing risks associated with immunisation | Y             |
| Coordinator Internal Communications         | Strategy and Organisation<br>Development | Expert communications<br>Knowledge of culture management  | N             |
| Coordinator Change Management Projects      | Strategy and Organisation<br>Development | Experience in change management project communications<br>Project management<br>Strategic thinking  | Y             |
| SUM Human Resources                         | Human Resources                          | Strategic HR management<br>Change management<br>Knowledge of LG award<br>Policy development<br>Project management                           | Y             |
| Team Manager Payroll                        | Human Resources                          | Payroll and payroll systems<br>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.

# Contents

|  |          |   |                           |           |                                      |           |
|--|----------|---|---------------------------|-----------|--------------------------------------|-----------|
| <b>Introduction</b>                                    | <b>5</b> | <b>Option A (Current State) 9</b>             | <b>Future State</b>       | <b>14</b> | <b>Challenges</b>                    | <b>16</b> |
| <b>What is a Long-Term Financial Plan?</b>             | <b>5</b> | <b>Option A (Current State) Options</b>       |                           |           |                                      |           |
| <b>Integrated Planning and Reporting</b>               | <b>5</b> | Summary                                       | Optimisation of assets    | 14        | Increasing Resource Pressures        | 16        |
| Service levels   | 6        | Current financial position                    | Local Government Services | 14        | Resource Sharing/Partnerships        | 16        |
| Service delivery                                       | 6        | Significant financial policies and procedures | Commercial opportunities  | 14        | Future issues and opportunities      | 16        |
| Financial indicators                                   | 6        | Basis of Accounting                           | Productivity improvements | 15        | Additional Revenue                   | 17        |
| Performance measures                                   | 6        | Revenue Sources                               | Best Value Reviews        | 15        | Options                              | 17        |
| Four Year Delivery Plan and One Year Operational Plans | 7        | Investment Policy                             | Service delivery          | 15        | Monitoring                           | 18        |
| Workforce Plan   | 7        | Loan Borrowings                               | Service levels            | 15        | Improvement in financial position    | 18        |
| Asset Management                                       | 7        | Borrowing Capacity                            |                           |           | Achieve/maintain operating surpluses | 18        |
| <b>Executive summary</b>                               | <b>8</b> | Reserves                                      |                           |           | Fair/equitable rating structure      | 18        |
| Option A (Current State)                               | 8        | Section 94 Contributions                      |                           |           | Maintain/improve service levels      | 18        |
| Option B   | 8        | Significant Constraints                       |                           |           | Reliance on debt                     | 18        |
| Option C   | 8        |   |                           |           | Increase funding of asset renewal    | 18        |
|  |          |   |                           |           | Full cost recovery on services       | 18        |



# Contents

|                                  |            |                                      |           |                                  |    |                                      |           |
|----------------------------------|------------|--------------------------------------|-----------|----------------------------------|----|--------------------------------------|-----------|
| <b>Appendices</b>                | <b>19</b>  | Borrowing Costs                      | 22        | Domestic Waste Charges           | 43 | <b>Financial Impact</b>              |           |
| <b>LTFP Financial Models</b>     | <b>19</b>  | Depreciation                         | 23        | Macquarie Park Special Rate      | 44 | <b>- Option B</b>                    | <b>50</b> |
| Background                       | 19         | Insurance                            | 24        | User fees and charges            | 44 | <b>Sensitivity on Option B</b>       | <b>52</b> |
| Option A (Current State)         | 19         | IT Licensing Costs                   | 24        | Investment Income                | 44 | <b>Financial Reports</b>             |           |
| Option B                         | 19         | Electricity                          | 24        | Operating Grants & Contributions | 44 | <b>- Option B</b>                    | <b>52</b> |
| Option C                         | 19         | Street Lighting                      | 24        | Other Revenues                   | 44 | <b>Option C - Addressing</b>         |           |
| <b>Option A (Current State)</b>  |            | Telecommunications                   | 24        | Capital Contributions            | 44 | <b>Annual Renewal, Operating,</b>    |           |
| <b>Current Spending Pattern</b>  |            | Waste Development Tax                | 25        | Employee costs                   | 45 | <b>Maintenance Underspending and</b> |           |
| <b>(Base Case)</b>               | <b>20</b>  | Other Costs                          | 25        | Material and Contracts           | 45 | <b>Infrastructure backlog</b>        | <b>69</b> |
| <b>Assumptions -</b>             |            | Capital Works Program                | 25        | Borrowing Costs                  | 45 |                                      |           |
| <b>Option A (Current State)</b>  | <b>120</b> | Reserves                             | 25        | Depreciation                     | 46 |                                      |           |
| Rates and Annual Charges         |            | <b>Financial Impact -</b>            |           | Insurance                        | 47 |                                      |           |
| Revenue                          | 20         | <b>Option A (Current State)</b>      | <b>26</b> | IT Licensing Costs               | 47 |                                      |           |
| Domestic Waste Charges           | 20         | <b>Sensitivity on Option A</b>       |           | Contractors - Concrete Works     |    |                                      |           |
| Macquarie Park Special Rate      | 20         | <b>(Current State)</b>               | <b>28</b> | and External Roadworks           | 47 |                                      |           |
| User fees and charges            | 21         | <b>Financial Reports</b>             | <b>28</b> | Electricity                      | 47 |                                      |           |
| Investment Income                | 21         | <b>Option B - Addressing</b>         |           | Street Lighting                  | 47 |                                      |           |
| Operating Grants & Contributions | 21         | <b>Annual Renewal, Operating and</b> | <b>43</b> | Telecommunications               | 48 |                                      |           |
| Other Revenues                   | 21         | <b>Maintenance Underspending</b>     |           | Waste Development Tax            | 48 |                                      |           |
| Capital Contributions            | 21         | <b>Assumptions - Option B</b>        | <b>43</b> | Other Costs                      | 48 |                                      |           |
| Employee costs                   | 21         | Effeciency savings, additional       |           | Capital Works Program            | 49 |                                      |           |
| Material and Contracts           | 22         | other revenue and                    |           | Reserves                         | 49 |                                      |           |
| Contractors - Concrete Works     |            | increased rates                      | 43        |                                  |    |                                      |           |
| and External Roadworks           | 22         | Rates and Annual                     |           |                                  |    |                                      |           |
|                                  |            | Charges Revenue                      | 43        |                                  |    |                                      |           |

# 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.

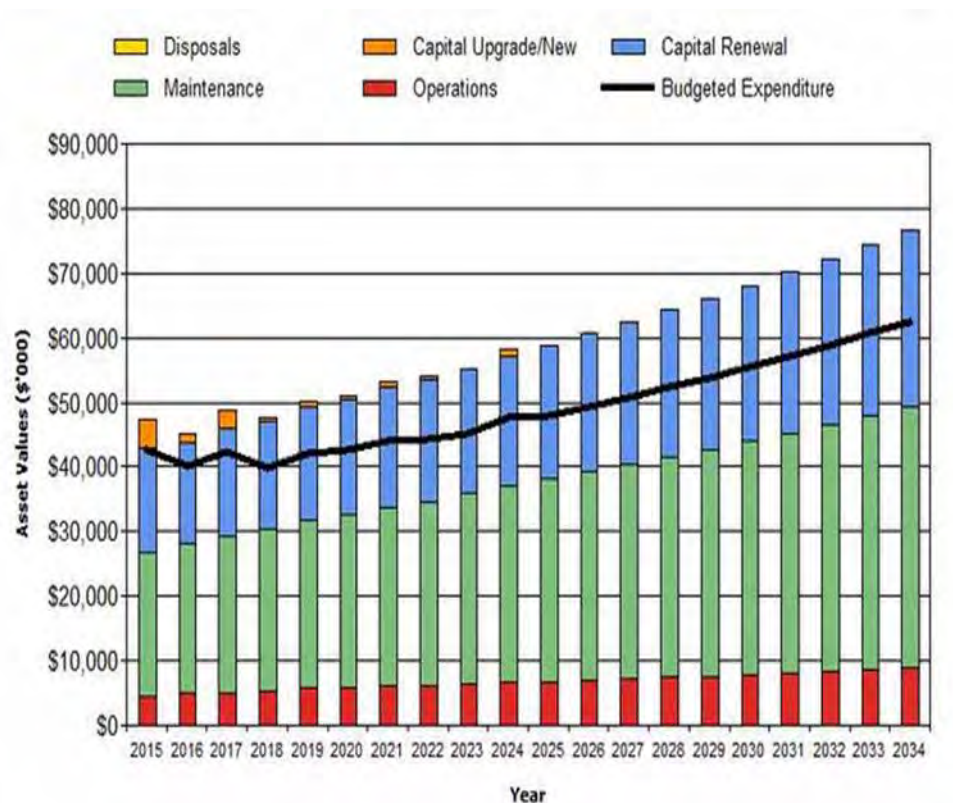
Unless Council either reduces expenditure and/or increases revenue, it will be faced with an increasing backlog of infrastructure renewals, estimated to be \$79 million, as at 30 June 2014, not including the Civic buildings. This is predicted to rise to \$308 million by 2023/2024.

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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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

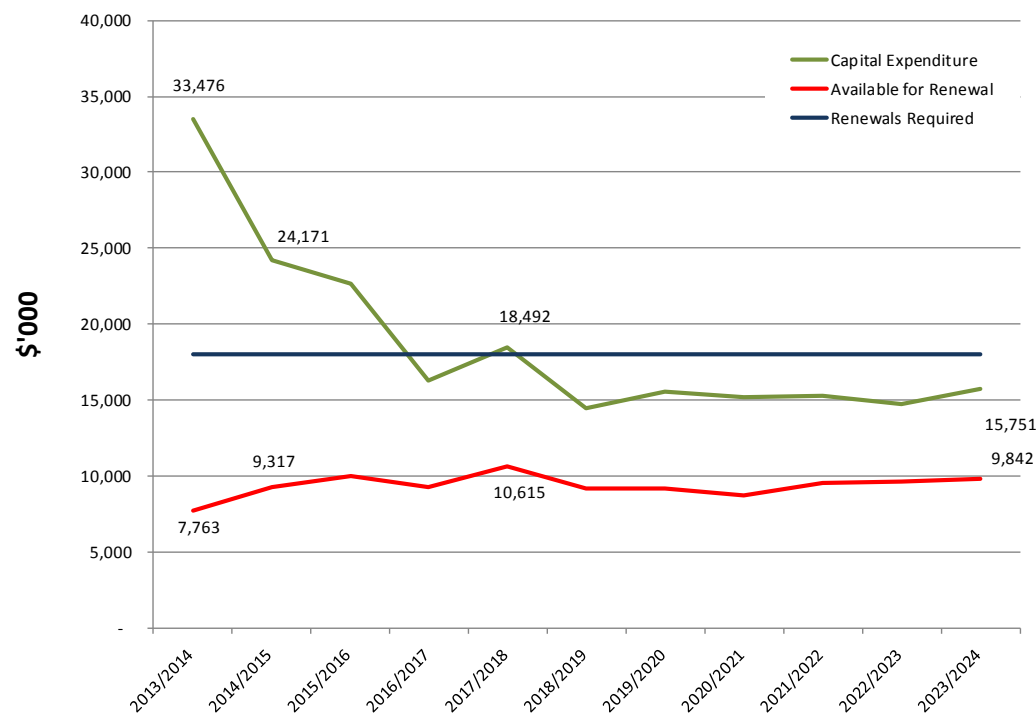
Council has estimated an increase of 3.00 percent for 2014/2015 and a conservative 2.60 percent increase per year thereafter.

| Year                       | % increase |
|----------------------------|------------|
| 1 - 14/15                  | 3.00       |
| 4 - 15/16 to<br>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:

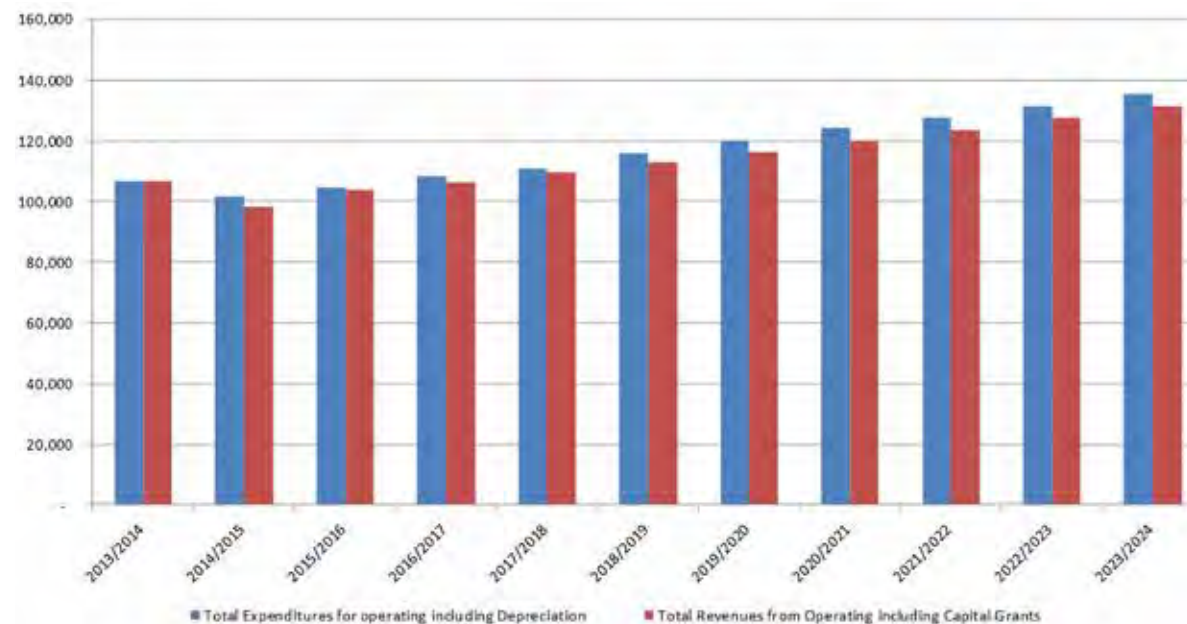
- Macquarie Park Corridor Special Rate - at the present level of expenditure and the forecast increase in the rate, this reserve is forecast to increase over the next 10 years. This is mainly due to the exact works that are to be done from that source of funds are not fully known and the funds will be 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)**



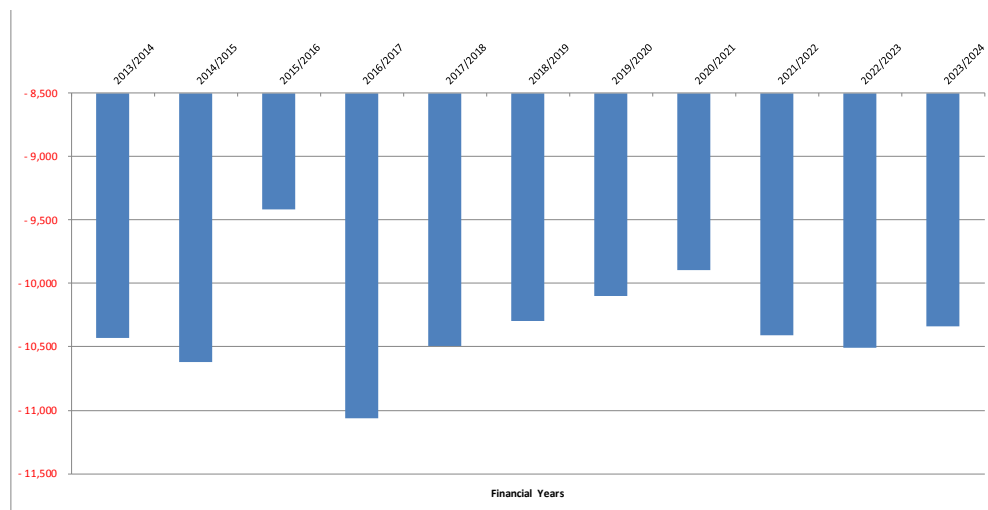


The graph highlights the operational revenue is not sufficient to meet the operational expenditure. Over time a growing income gap results from the increasing annual deficit due to the level of additional expenditure exceeding any additional income.

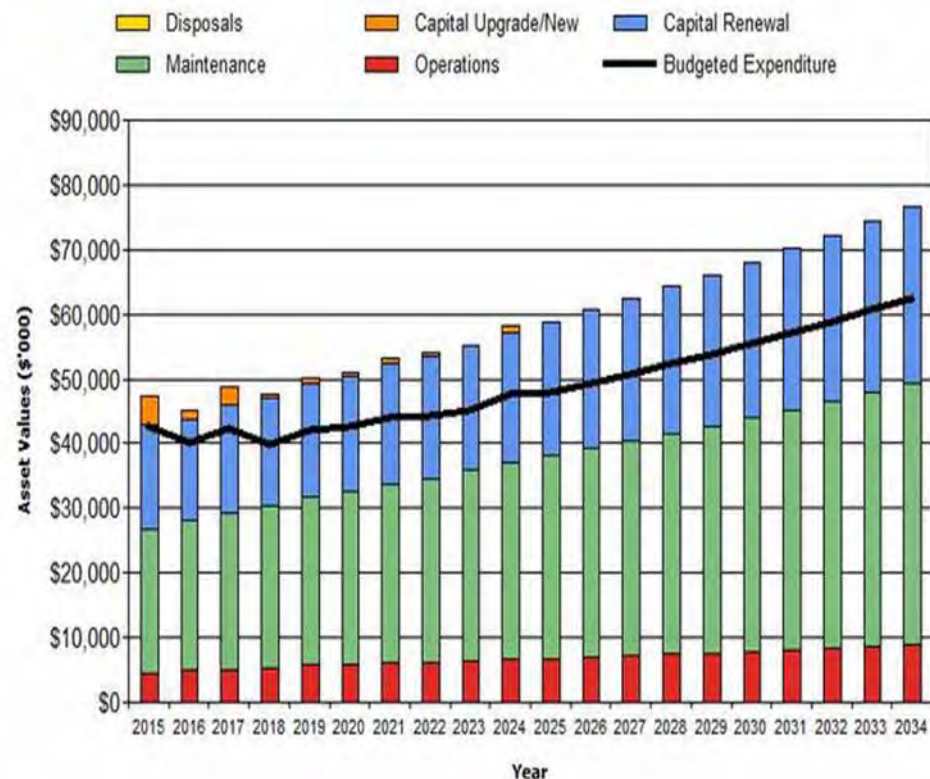
Capital is funded from capital grants and contributions as well as some of the depreciation collected through the operating budget. The funding is slightly greater than the estimated capital expenditure on operational, renewal and new work capital projects.

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<br>Consolidated  |           | 2014/2015 to 2023/2024<br>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    | 90,566    |  |
| 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>38,581</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>39,779</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          |
| Environment & Planning                                    | 3,184          | 3,300          | 2,539          | 560            | 2,000          | 600            | 1,368          | 632            | 1,441          | 665            |
| Public Works  | 15,789         | 14,536         | 13,542         | 11,302         | 12,092         | 10,693         | 10,971         | 11,256         | 10,825         | 10,809         |
| Corporate Services  | 3,635          | 1,714          | 1,995          | 1,482          | 1,531          | 896            | 919            | 943            | 567            | 793            |
| <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>BORROWINGS</b>   |                |                |                |                |                |                |                |                |                |                |
| New Borrowings  | -2,700         | -1,500         |                |                |                |                |                |                |                |                |
| Less: Loan Repayments                                     | 641            | 885            | 978            | 1,009          | 1,046          | 1,086          | 490            | 513            | 328            | 343            |
| <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>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>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        |
| 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         |
| <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> |

# Long Term Financial Plan Consolidated

# 2014/2015 to 2023/2024 Base Scenario - Current State

| Council of the City of Ryde                                |                   | Forecast<br>2013/2014 | Forecast<br>2014/2015 | Forecast<br>2015/2016 | Forecast<br>2016/2017 | Forecast<br>2017/2018 | Forecast<br>2018/2019 | Forecast<br>2019/2020 | Forecast<br>2020/2021 | Forecast<br>2021/2022 | Forecast<br>2022/2023 | Forecast<br>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<br>2013/2014 | Forecast<br>2014/2015 | Forecast<br>2015/2016 | Forecast<br>2016/2017 | Forecast<br>2017/2018 | Forecast<br>2018/2019 | Forecast<br>2019/2020 | Forecast<br>2020/2021 | Forecast<br>2021/2022 | Forecast<br>2022/2023 | Forecast<br>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>6,959</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

|  |          |           |           |           |           |           |           |           |           |           |
|--|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| <b>OPERATIONS</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> |
| <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

|   |          |           |           |           |           |           |           |           |           |           |
|---|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| <b>"Cash" generated towards capital works</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> |
|---|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|



# 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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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

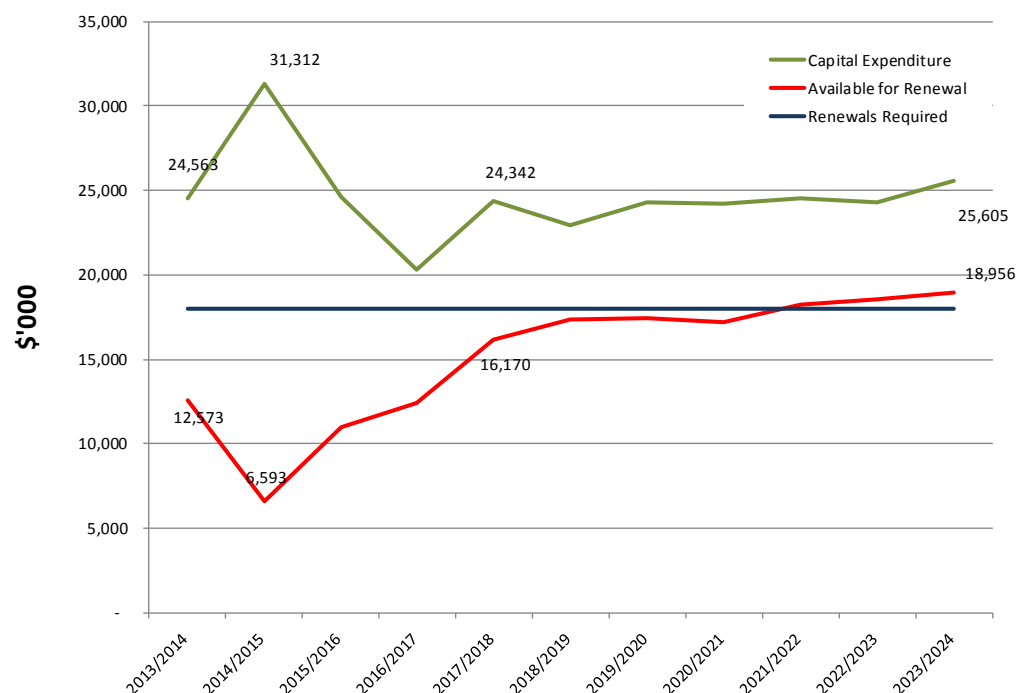
Council has estimated an increase of 3.00 percent for 2014/2015 and a conservative 2.60 percent increase per year thereafter.

| Year                       | % increase |
|----------------------------|------------|
| 1 - 14/15                  | 3.00       |
| 4 - 15/16 to<br>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

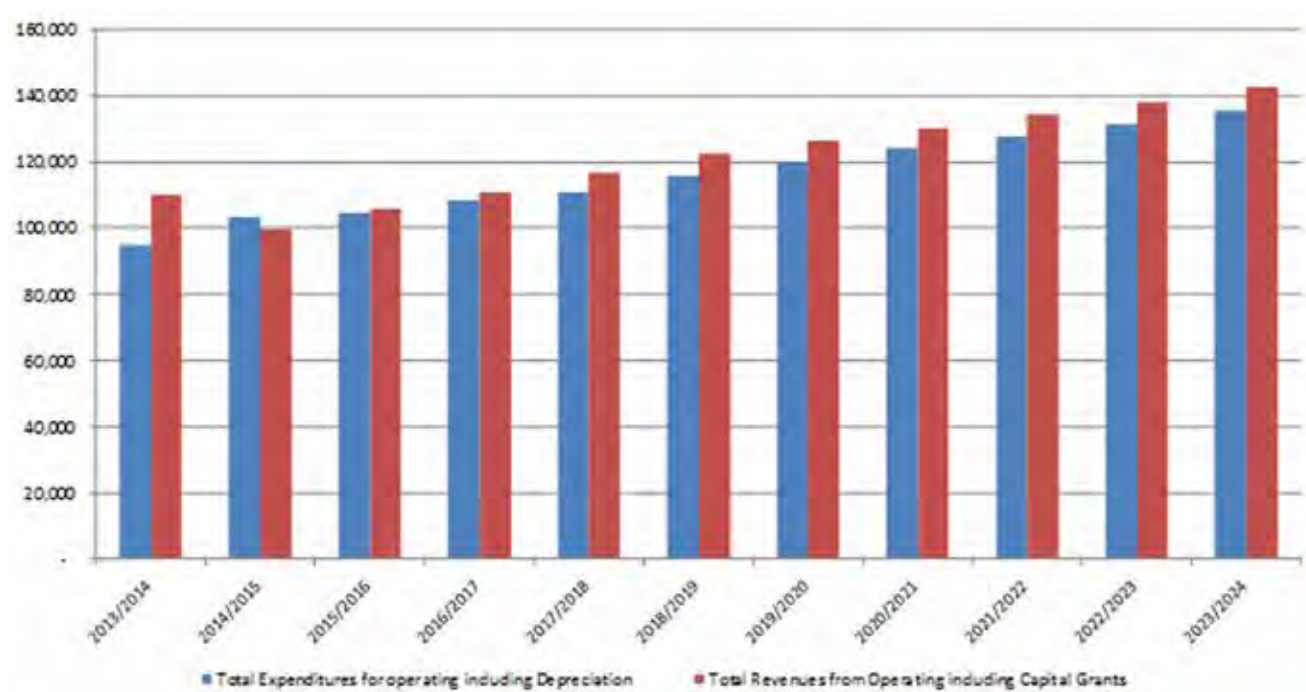
The financial impact of the Option B is that Council's operating expenditure exceeds the operational revenue it is receiving in all years of this LTFP.

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.

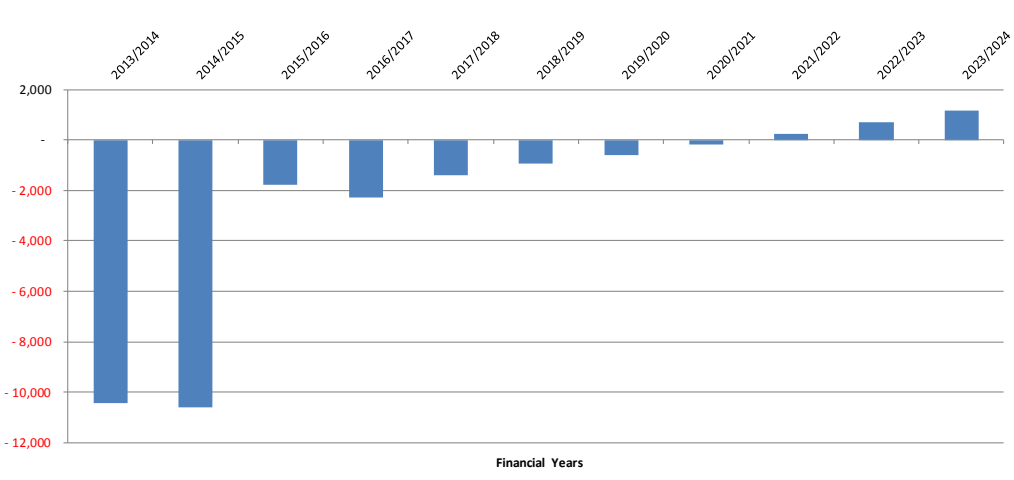
Capital is funded from capital grants and contributions as well as the depreciation collected through the operating budget.

Overall, the Council has closed the income gap with both operational and capital expenditure within the revenue available.

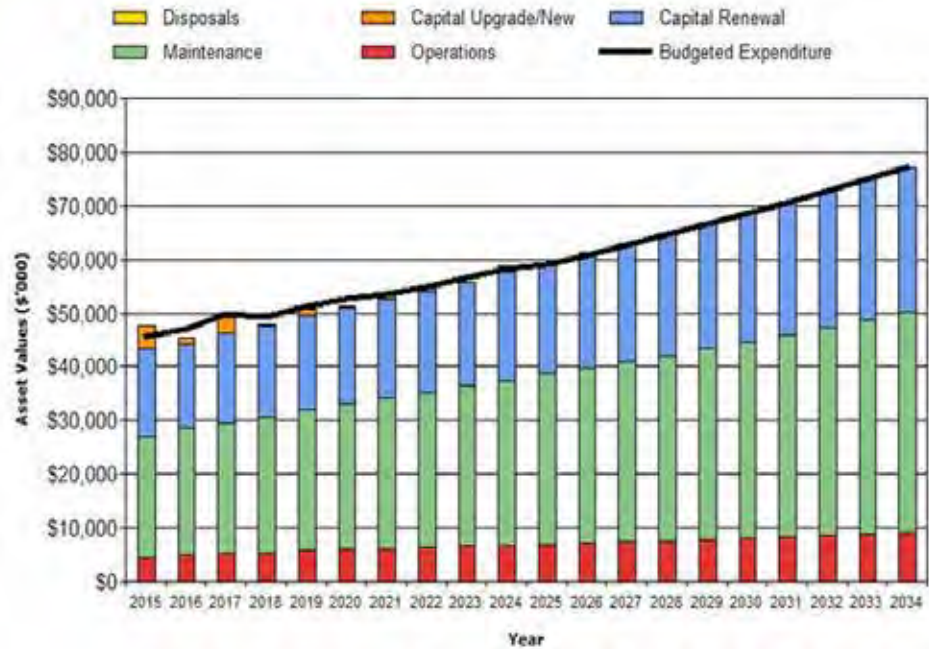
**Graph 7: Revenue & Expenditure Option B (7%, including rate pegging)**



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<br>Consolidated  |  | 2014/2015 to 2023/2024<br>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>41,171</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>42,467</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>2,046,191</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>2,046,191</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>                     | <i>Opening</i> |                |                |                |                |                |                |                |                |                |                |
| 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>-99,914</b> | <b>-82,522</b> | <b>-60,016</b> | <b>-58,351</b> | <b>-56,653</b> | <b>-57,832</b> | <b>-58,638</b> | <b>-58,814</b> | <b>-62,990</b> | <b>-65,247</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        | -16,256        | -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>-9,532</b>  | <b>-10,337</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    | 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    |
| Receivablesoutstanding 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%     |
| RECEIVABLES   |  | Opening   |           |           |           |           |           |           |           |           |           |           |
| 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   |
| Total Receivables   |  | 90,084    | 94,710    | 101,715   | 107,048   | 112,568   | 118,377   | 121,883   | 125,325   | 128,865   | 132,516   | 136,284   |
| 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     | 1,157     | 1,121     |
| TOTAL RECEIVABLES   |  | 6,712     | 7,207     | 7,340     | 7,629     | 7,761     | 7,880     | 7,990     | 7,922     | 7,833     | 7,732     | 7,620     |
|   |  | 6,712     |           |           |           |           |           |           |           |           |           |           |
| PAYABLES  |  | Opening   |           |           |           |           |           |           |           |           |           |           |
| 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    |
| Total Payables  |  | 61,438    | 68,411    | 69,772    | 70,742    | 72,594    | 73,967    | 76,813    | 79,887    | 81,937    | 84,393    | 87,287    |
| 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        |
| TOTAL PAYABLES  |  | 15,265    | 15,360    | 17,103    | 17,443    | 17,686    | 18,149    | 18,492    | 19,203    | 19,972    | 20,484    | 21,098    |
|   |  | 15,265    |           |           |           |           |           |           |           |           |           |           |
| PROVISIONS  |  | Opening   |           |           |           |           |           |           |           |           |           |           |
| 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     |
| Total Provisions  |  | 10,801    | 11,655    | 12,494    | 13,374    | 14,272    | 15,236    | 16,225    | 17,240    | 18,281    | 19,349    | 20,445    |
| 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   |  |           |           |           |           |           |           |           |           |           |           |           |
| TOTAL PROVISIONS  |  | 10,032    | 10,801    | 11,655    | 12,494    | 13,374    | 14,272    | 15,236    | 16,225    | 17,240    | 18,281    | 20,445    |
|   |  | 10,032    |           |           |           |           |           |           |           |           |           |           |
| BORROWINGS  |  |           |           |           |           |           |           |           |           |           |           |           |
| 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      |
| TOTAL BORROWINGS  |  | 3,573     | 5,765     | 6,380     | 5,402     | 4,393     | 3,347     | 2,260     | 1,770     | 1,257     | 929       | 228       |
| 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    | 51,045    | 48,128    |
|   |  |           | 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

|  | 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  
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<br>2013/2014<br>\$'000 | Forecast<br>2014/2015<br>\$'000 | Forecast<br>2015/2016<br>\$'000 | Forecast<br>2016/2017<br>\$'000 | Forecast<br>2017/2018<br>\$'000 | Forecast<br>2018/2019<br>\$'000 | Forecast<br>2019/2020<br>\$'000 | Forecast<br>2020/2021<br>\$'000 | Forecast<br>2021/2022<br>\$'000 | Forecast<br>2022/2023<br>\$'000 | Forecast<br>2023/2024<br>\$'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 |
|--|-----|--------|-----|-----|-----|-----|-------|-------|-------|-------|-------|

**"Cash" generated towards capital works**

|  |     |        |     |     |     |     |       |       |       |       |       |
|--|-----|--------|-----|-----|-----|-----|-------|-------|-------|-------|-------|
|  | 815 | -1,273 | 551 | 657 | 794 | 967 | 1,160 | 1,392 | 1,657 | 1,958 | 2,297 |
|--|-----|--------|-----|-----|-----|-----|-------|-------|-------|-------|-------|



**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

#### INCOME STATEMENT

##### REVENUE FROM CONTINUING OPERATIONS

|   | Actual<br>2013/2014<br>\$'000 | Forecast<br>2014/2015<br>\$'000 | Forecast<br>2015/2016<br>\$'000 | Forecast<br>2016/2017<br>\$'000 | Forecast<br>2017/2018<br>\$'000 | Forecast<br>2018/2019<br>\$'000 | Forecast<br>2019/2020<br>\$'000 | Forecast<br>2020/2021<br>\$'000 | Forecast<br>2021/2022<br>\$'000 | Forecast<br>2022/2023<br>\$'000 | Forecast<br>2023/2024<br>\$'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

|  |               |               |               |               |              |              |              |            |              |            |            |
|--|---------------|---------------|---------------|---------------|--------------|--------------|--------------|------------|--------------|------------|------------|
|  | 11,814        | -4,852        | -2,565        | -1,875        | 1,288        | 1,973        | 1,439        | 832        | 1,119        | 974        | 562        |
| <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> |

##### 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            |
| <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

#### INCOME STATEMENT

##### REVENUE FROM CONTINUING OPERATIONS

Rates and annual charges

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

##### TOTAL INCOME FROM CONTINUING OPERATIONS

##### EXPENSES FROM CONTINUING OPERATIONS

Employee benefits and on-costs

Borrowing costs

Materials and contracts

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

##### TOTAL EXPENSES FROM CONTINUING OPERATIONS

##### OPERATING RESULT FROM CONTINUING OPERATIONS

##### OPERATIONS

##### NET OPERATING RESULT FOR THE YEAR

##### Attributable to:

Council

Minority interests

##### NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES EXCLUDING DISCONTINUED OPERATIONS

##### "Cash" generated towards capital works

| 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           | 64           |
| 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>64</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        | 2,617        |
| Impairment   |              |              |              |              |              |              |              |              |              |              |
| Other expenses   | 479          | 514          | 528          | 542          | 556          | 571          | 586          | 602          | 617          | 633          |
| 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>323</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>-259</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>-259</b>  |
| <b>Attributable to:</b>  |              |              |              |              |              |              |              |              |              |              |
| Council  | -450         | -599         | -412         | -262         | -162         | -153         | -212         | -203         | -267         | -259         |
| Minority interests   |              |              |              |              |              |              |              |              |              |              |
| <b>NET OPERATING RESULT FOR THE YEAR BEFORE<br/>GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL<br/>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>-259</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**

| 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  |              |              |              |              |              |              |              |              |              |              |
| User charges and fees   | 5,272        | 6,408        | 6,575        | 6,746        | 6,921        | 7,101        | 7,286        | 7,475        | 7,670        | 7,869        |
| Interest and investment revenue   |              |              |              |              |              |              |              |              |              |              |
| Other revenues  | 18           | 17           | 18           | 18           | 19           | 19           | 20           | 20           | 21           | 21           |
| 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>5,290</b> | <b>6,426</b> | <b>6,593</b> | <b>6,764</b> | <b>6,940</b> | <b>7,121</b> | <b>7,306</b> | <b>7,496</b> | <b>7,691</b> | <b>7,890</b> |

**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        |
| 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        |
| Depreciation and amortisation   | 720          | 667          | 700          | 714          | 750          | 765          | 803          | 819          | 860          | 878          |
| Impairment  |              |              |              |              |              |              |              |              |              |              |
| Other expenses  | 845          | 1,067        | 1,092        | 1,233        | 1,265        | 1,298        | 1,467        | 1,505        | 1,545        | 1,585        |
| 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>5,780</b> | <b>6,401</b> | <b>6,573</b> | <b>6,845</b> | <b>7,032</b> | <b>7,200</b> | <b>7,531</b> | <b>7,711</b> | <b>7,924</b> | <b>8,124</b> |

**OPERATING RESULT FROM CONTINUING OPERATIONS**

|  |             |           |           |            |            |            |             |             |             |             |
|--|-------------|-----------|-----------|------------|------------|------------|-------------|-------------|-------------|-------------|
|  | <b>-490</b> | <b>25</b> | <b>20</b> | <b>-80</b> | <b>-92</b> | <b>-79</b> | <b>-225</b> | <b>-216</b> | <b>-233</b> | <b>-234</b> |
| <b>OPERATIONS</b>                        |             |           |           |            |            |            |             |             |             |             |
| <b>NET OPERATING RESULT FOR THE YEAR</b> | <b>-490</b> | <b>25</b> | <b>20</b> | <b>-80</b> | <b>-92</b> | <b>-79</b> | <b>-225</b> | <b>-216</b> | <b>-233</b> | <b>-234</b> |

**Attributable to:**

|                    |      |    |    |     |     |     |      |      |      |      |
|--------------------|------|----|----|-----|-----|-----|------|------|------|------|
| Council            | -490 | 25 | 20 | -80 | -92 | -79 | -225 | -216 | -233 | -234 |
| Minority interests |      |    |    |     |     |     |      |      |      |      |

**NET OPERATING RESULT FOR THE YEAR BEFORE  
GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL  
PURPOSES EXCLUDING DISCONTINUED OPERATIONS**

|  |             |           |           |            |            |            |             |             |             |             |
|--|-------------|-----------|-----------|------------|------------|------------|-------------|-------------|-------------|-------------|
|  | <b>-490</b> | <b>25</b> | <b>20</b> | <b>-80</b> | <b>-92</b> | <b>-79</b> | <b>-225</b> | <b>-216</b> | <b>-233</b> | <b>-234</b> |
|--|-------------|-----------|-----------|------------|------------|------------|-------------|-------------|-------------|-------------|

**"Cash" generated towards capital works**

|  |     |     |     |     |     |     |     |     |     |     |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|  | 230 | 692 | 720 | 634 | 659 | 686 | 578 | 604 | 627 | 644 |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|

# 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.